



2021 Castle Pines Budget



Foster
Community



Intentional
Development



Reliable
and Safe
Infrastructure



Economic
Strength



Financial
Resiliency
and Vitality



High
Performing
Operations

December 8, 2020

To the Honorable Mayor, City Council members, and citizens of the City of Castle Pines,

INTRODUCTION

On behalf of the City staff, it is my great pleasure to present and welcome you to the 2021 Annual Budget. The 2021 budget follows on the heels of the 2020 budget, which was the City's first annual budget as Colorado's newest home-rule city. The year 2020 promised to be an exciting one as we moved into the next chapter in our relatively young city. The prior year budget was developed to be one of action and capital investment focused on creating the community of Castle Pines in alignment with City Council vision and the following strategic objectives: Foster Community; Intentional Development; Reliable and Safe Infrastructure; Economic Strength; Financial Resiliency and Vitality; and High Performing Operations. The coming year's budget also presents a plan to meet those same strategic objectives and build upon the significant progress we achieved in 2020. Presented in this budget message are summaries of the initial proposed budget and the final adopted budget. Additional detail is presented throughout the entire budget document.

On September 30, I submitted a proposed budget to City Council pursuant to the City's Home Rule Charter. The submitted budget totaled \$36,514,200 in expenditures: General Fund – \$13,811,300; Capital Improvements Fund – \$22,279,300; and, Parks and Recreation Fund – \$423,600. The final adopted budget was reduced to \$18,438,200: General Fund – \$13,064,600 (decreased \$746,700); Capital Improvements Fund – \$4,950,000 (decreased \$17,329,300); and, Parks and Recreation Fund – \$423,600 (no change). The changes from the proposed budget to the final adopted budget are significant and are described more fully below.

MAJOR ROAD RECONSTRUCTION AND THE NOVEMBER ELECTION

The proposed budget was prepared in advance of a November election and a large portion of the proposed capital improvements budget depended on the results of a ballot question, which asked voters to approve a property tax increase to accelerate improvements to the City's two major roads: Castle Pines Parkway and Monarch Boulevard. In summary, ballot question 2A sought to generate \$30 million in property tax revenue and to issue General Obligation (GO) bonded debt to fund these severely needed improvements. The bonds were to be issued in 2021 to begin construction of the four to six-year project and the increased property tax revenue would be used to repay the bonds over 30 years.

In anticipation of a successful election, the proposed budget included \$6.0 million to begin the first phase of the major road reconstruction project. The budget also included \$1.5 million for the first year's repayment of the GO debt. Ultimately, City voters rejected the measure that would have generated the revenue needed to complete the reconstruction project significantly sooner than the City's current sources of revenue would allow. **Therefore, the total \$7.5 million is not included in the final adopted budget.**

CONTINUING MOMENTUM UPGRADING CONDITION OF CITY STREETS

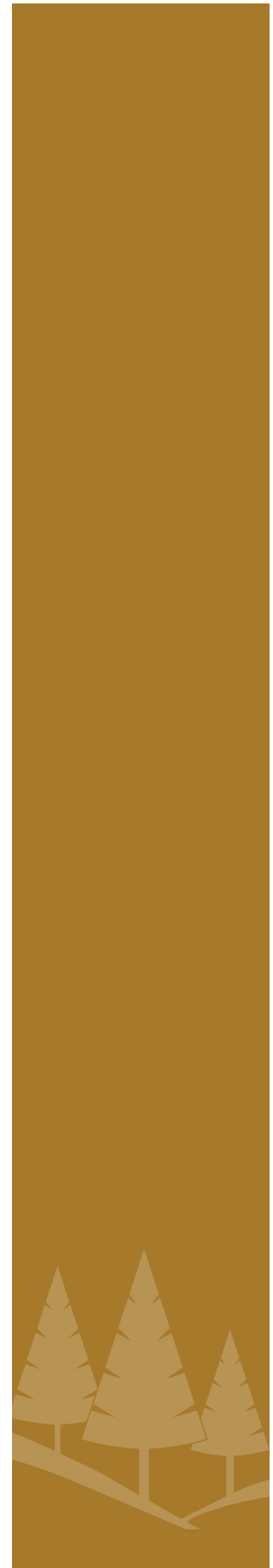
Since 2019, the City Council has been resolute in its desire to maximize investment in repairing and maintaining our community's assets. As such, the capital improvements proposed budget included \$5.1 million to continue upgrading City roads and streets pavement condition index (a numerical index between 0 and 100, which is used to indicate the general condition of a pavement section) and to reconstruct a portion of Castle Pines Parkway. The City spent \$4.3 million in 2019 and is projected to spend \$5.8 million in 2020 towards this effort. Budget revenue projections indicated that \$5.1 million would be available for 2021 but showed that number would decrease to an average of \$3.6 million in 2022 through 2025. As the budget was deliberated, City Council decided to normalize this trend line so that the amount allocated to each year was more consistent. **As such, the 2021 final adopted budget was reduced by \$800,000 to \$4.3 million.**

MUNICIPAL FACILITY

Just as the City's investments in infrastructure have continued, private sector investment in the community has substantially expanded, as well. The south and east sides of the City have seen significant development in the past two years, and we expect to see another 1,000 acres on the east side to come through the land use process in 2021. While the overall budget approach is to utilize service contracts to minimize staff and operational infrastructure costs, the growth of the community has caused growth and expansion of City responsibilities, which places increased demands on staffing and the existing city office space. The need for a permanent location for City municipal services has been well discussed and documented back to the time of incorporation. In 2020, after analyzing facility needs in 2019, City Council approved commencing design and engineering work and a final shovel-ready design will be completed by the end of this month. Also, in 2020, after evaluating several locations, City Council selected a location for the community facility on land that was given to the City at no cost by the land owner and developer. With the location determined, and design fully underway, the proposed budget included \$8 million to fund the construction, permitting, and furnishing of a municipal facility. However, based on City Council discussions related to the timing and the need to focus on capital road improvements, **the \$8 million budget for the construction of a municipal facility was not included in the final adopted budget.** The need for a facility continues to exist and staff was asked to monitor construction costs, interest rates, and other factors that may indicate timing is right for construction and will report to City Council should circumstances warrant.

CITY GATEWAY/WAYFINDING IMPROVEMENTS

To welcome residents and visitors into our beautiful community and allow them to navigate through the City with the use of attractive signage and monuments, the City embarked on developing a gateway and wayfinding plan in 2019. Part of the plan included design work to enhance entryway monuments, signage, and landscape beautification. The 2021 budget proposal included \$1.0 million to construct monument signage, pillars, and landscaping on the Castle Pines Parkway bridge over I-25 and along Castle Pines Parkway (see images to the right). Included in this amount was \$350,000 that would be moved from the 2020 Monarch Boulevard north entrance project, which couldn't be completed due to being unable to secure the required easement. Ultimately, **the \$1.0 million was removed from the final adopted budget**, as City Council decided to place the entire project on hold to keep this money in City reserves due to pandemic uncertainties and other more pressing priorities. This project remains incredibly important to the Council as it directly relates to our community identity and future economic development. The Council feels it's a critical project, but given the current fiscal reality, they directed staff to track revenues and possibly reconsider this project later in the year.



GENERAL FUND

Proposed budgeted expenditures were based on staff's analysis of programs and services necessary to continue the energy generated towards improving the quality of life for the Castle Pines community. We were careful to balance these needs with projected revenues while maintaining a healthy year-end fund balance.

One key difference to the 2021 proposed budget is to bring the provision of public information in-house to meet the increased demand and improve communications in all areas of the City's operations. A full-time (1.0 FTE) position is included in the budget for this purpose. This will bring the City's total count to 10.5 FTEs (full-time equivalent). The additional position will add \$20,000 to the City's budget.

The General Fund proposed budget was decreased by over \$700,000 in the final adopted budget. The decrease consists of the removal of \$644,000 planned for the first-year repayment of Certificates of Participation that were planned to be issued to fund the construction of a municipal facility. Given the ongoing pandemic and uncertainty heading into 2021 and a desire to increase City reserves, the Community Events proposed budget was reduced by \$75,000 in the final adopted budget.

REVENUES AND PANDEMIC IMPACT

Although this is the 2021 Annual Budget, we must begin with 2020. To prepare for the next year's budget, as with any year, the first step is to estimate projected revenues for the current year. Usually, the current year is a consideration, not the focal point. However, this current year happens to be 2020, and what a year 2020 has been so far! Stay-at-home mandates and a significant increase in unemployment due to the COVID-19 pandemic caused revenues to plummet everywhere. Most cities and states saw sharp declines beginning in March and April and had to significantly adjust their 2020 revenue projections. Many of them furloughed employees, placed holds on planned capital projects, and reduced budgets across the board.

From the very beginning of the pandemic-caused restrictions, we immediately started monitoring the impact on City revenue and carefully considered what actions we should take should the pandemic prove to be long-lasting. Financially, the City entered 2020 better than expected. Revenues for 2019 exceeded year-end projections and therefore, the 2020 beginning fund balance was higher than anticipated in the 2020 adopted budget. Although major news of the pandemic surfaced in January, it wasn't until March that business closures started to happen, and unemployment began to rise. Therefore, it wasn't until April that the impact of the pandemic closures had any significant effect on revenues.

Compared to other cities along the Front Range, the impact on City sales tax revenue was not as severe since nearly all our local retail was considered essential and allowed to stay open or offer curbside service. In May, as restrictions eased and with businesses and consumers adjusting to the pandemic "norm," most of the City's revenues rebounded and continued to hold steady through the time we were preparing this budget. Also compared to other cities, the city did not see large impacts on the expenditure side. Many cities saw public safety (police and fire) expenditures increase significantly. The City contracts with the Douglas County Sheriff's Office for law enforcement and fire protection and paramedic services are provided by South Metro Fire Rescue Authority. Although we incurred minor unexpected pandemic-related expenditures, most will be reimbursed by federal funds. Therefore, the City purposefully continued operations, albeit remotely, as usual, and capital projects continued as planned.



All variables considered, 2020 General Fund ongoing revenues (excludes pass-through and federal grant revenues) are projected to be two percent greater than the adopted budget. Contributing to this increased revenue projection are sales tax revenue and development-related revenue.

In addition to new estimates for 2020, which flow into the beginning balance of 2021, revenue estimates for the coming year were prepared based on economic indicators and projections at the local and state levels. Staff looked to State economists' estimates for inflation and consumer spending. Locally, home builder estimates for development activity and historical trending were also analyzed. We also considered the ongoing pandemic and its potential impact on our 2021 revenue. We remained cautiously optimistic in our sales tax and development-related revenue projections based on the first seven months of 2020. Sales tax revenue is projected to increase nine percent over the 2020 year-end projection (YEP) based on projected 2020 population growth (8%) and 2020 inflation (1%). Development-related revenue is projected to increase seven percent over the 2020 year-end projection, which is conservatively based on discussions with developers and homebuilders.

CONCLUSION

As in the past, this budget document will be prepared following nationally recognized guidelines of the Distinguished Budget Presentation Award program criteria as developed by the Government Finance Officers Association.

This budget document is intended to serve as:

- ▶ A policy document that defines the key issues that shape the budget and outlines the financial and other policies that guide the City's operating and capital plans;
- ▶ A financial plan that describes and summarizes relevant information related to revenues, expenditures, debt services, and funds available for all City funds;
- ▶ An operations guide that highlights useful information on the nature, purpose, and accomplishments of the City's various organizational units; and
- ▶ A communication tool to summarize and provide key information related to City resources, planning process, and budget outlook.

The 2020 annual budget document was prepared in accordance with nationally recognized guidelines and submitted to GFOA for an award. We are pleased to announce the following:

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Castle Pines, Colorado**, for its Annual Budget for the fiscal year beginning **January 1, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

I commend our City staff for their hard work and diligence in developing the proposed financial plan for 2021 and thank you, City Council, for your input and support for all that we do.

Sincerely,

Michael Penny, *City Manager*



DISTINGUISHED BUDGET PRESENTATION AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Castle Pines
Colorado**

For the Fiscal Year Beginning

January 1, 2020



Executive Director

TABLE OF CONTENTS

Budget Message i

Distinguished Budget Presentation Awardv

CITY OF CASTLE PINES OVERVIEW1

 City Map with Council Districts 2

 Elected Officials..... 3

 City Departments..... 4

 City Organizational Chart 5

CITY VISION AND STRATEGIC OBJECTIVES.....7

BUDGET GUIDELINES AND ASSUMPTIONS9

 Budget and Financial Policies..... 13

 Budget Approval Process and Calendar 14

2021 POLICY QUESTIONS.....16

BUDGET OVERVIEW

 Basis of Budgeting 23

 Organizational Context 23

 Overview of Funds 24

 Budget Highlights 25

TABLE OF CONTENTS *(Continued)*

BUDGET DETAIL

GENERAL FUND.....	29
City Council.....	32
City Manager	33
Inter/Non-departmental	34
Legal Services.....	35
Communications	36
Finance/Human Resources.....	37
City Clerk.....	38
Municipal Court.....	39
Law Enforcement	40
Public Works.....	41
Community Development.....	44
Economic Development.....	46
Community Events.....	48
Transfers Out	49
PARKS AND RECREATION FUND	50
CONSERVATION TRUST FUND	51
CAPITAL IMPROVEMENTS FUND.....	52
CAPITAL IMPROVEMENT PLAN.....	54

APPENDIX

2021 Adopted Budget.....	A1
Resolution No. 20-44 – Adoption of the 2021 Annual Budget	A10
Resolution No. 20-45 – Certification of the Mill Levy.....	A12

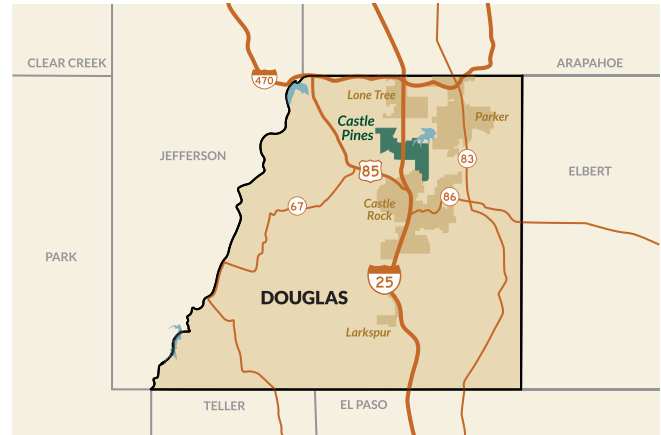
City of Castle Pines Overview



CITY OF CASTLE PINES OVERVIEW

THE CITY OF CASTLE PINES

Incorporated February 12, 2008, Castle Pines is a city of nearly 11,000 residents located approximately 20 miles south of Denver in Douglas County, Colorado. The City incorporated as a statutory city under Colorado law and currently follows the Council-Manager government system. In November 2018, residents voted in favor of transitioning the City to a home rule municipality. City staff, alongside members of the Charter Commission, quickly started drafting the City's new Home Rule Charter and presented the final document to City Council on February 12, 2019. City Council officially referred the Charter to the voters and formally set the ballot language on February 26. Residents overwhelmingly supported the City's move to home rule with voters approving the Charter on May 14.



In 2009, the City annexed vacant land, on the east side of I-25, known as The Canyons, which increased the size of the City by over 3,400 acres. As part of this annexation, the population of the City is expected to more than double over the next decade and will be a major retail, recreational and commercial destination for the region.

The high quality of life enjoyed by residents, businesses and visitors throughout the community is a result of City Council's focus on creating outdoor and active lifestyle living amenities while supporting conscientious development. Castle Pines is a community with strong neighborhood connections and a close-knit, family-friendly atmosphere.

October 2006 A committee was formed to explore incorporating the City of Castle Pines North as a means for local residents to protect and have greater control over their community and future.

December 2006 A petition for incorporation was filed with Douglas County District Court.

July 2007 A Douglas County district judge approved the incorporation petition.

August 2007 An election commission comprised of Castle Pines citizen volunteers selected the date for an incorporation election.

November 6, 2007 Castle Pines voters overwhelmingly approved the issue of incorporation by a margin of approximately 4-to-1.

February 12, 2008 The City of Castle Pines North became a reality when the City's first mayor, treasurer, city clerk and city council were elected.

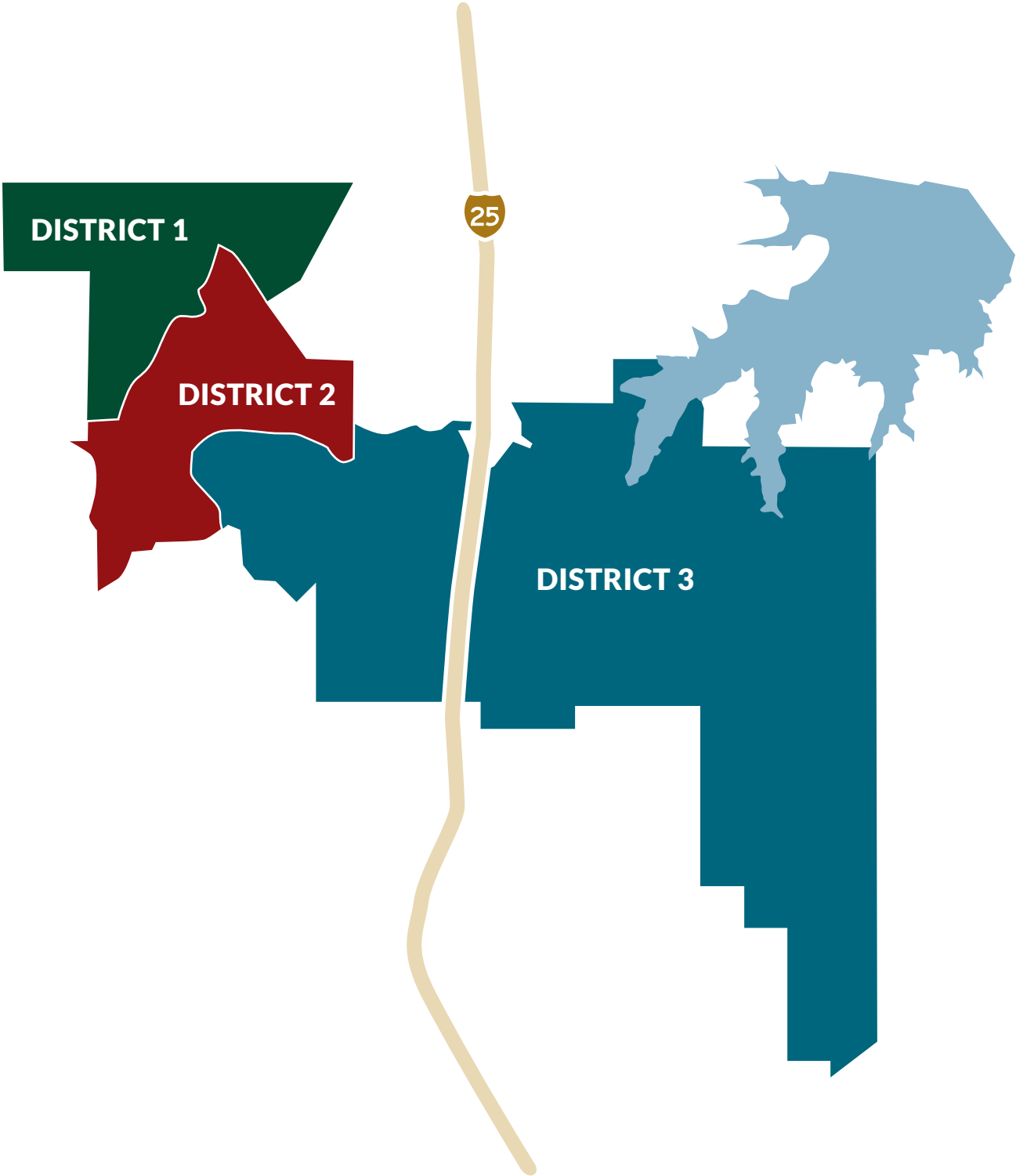
March 10, 2008 Elected city officials were officially sworn in before a crowd of citizens, then immediately began work and conducted the City's first council meeting.

November 2, 2010 Castle Pines voters approved changing the official name of the City of Castle Pines North to the City of Castle Pines.

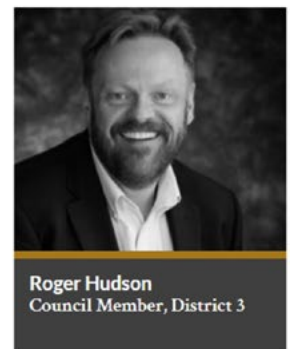
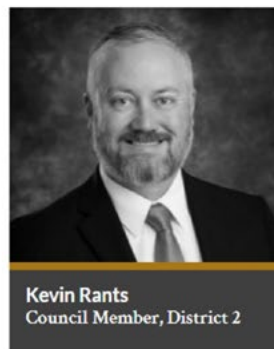
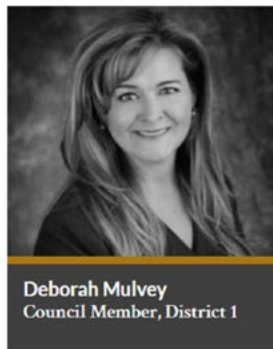
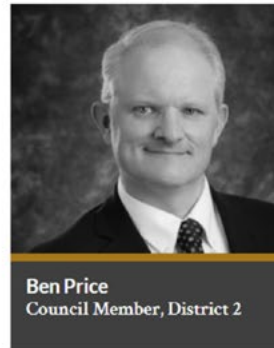
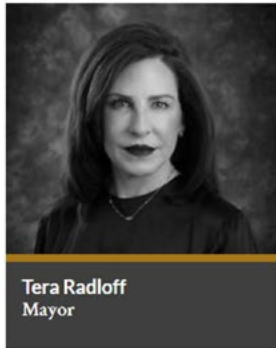
November 6, 2018 Residents voted in favor of moving toward Home Rule and elected community members to serve on the Home Rule Charter Commission.

May 14, 2019 Residents voted approval of the City's Home Rule Charter by 4-to-1 margin.

CITY MAP WITH COUNCIL DISTRICTS



ELECTED OFFICIALS



CITY DEPARTMENTS

City Manager Michael Penny, Manager

City Clerk..... Tobi Basile, Clerk

Communication and Engagement New Position (2021)

Community DevelopmentSam Bishop, Director

Finance/Human Resources Mike Farina, Director

Public WorksLarry Nimmo, Director

Contracted Services

City AttorneyLinda Michow, Michow Cox & McAskin

Court ClerkKarla McCrimmon, Clerk

Municipal Judge Louis Gresch, Judge

Law Enforcement..... Douglas County Sheriff’s Office



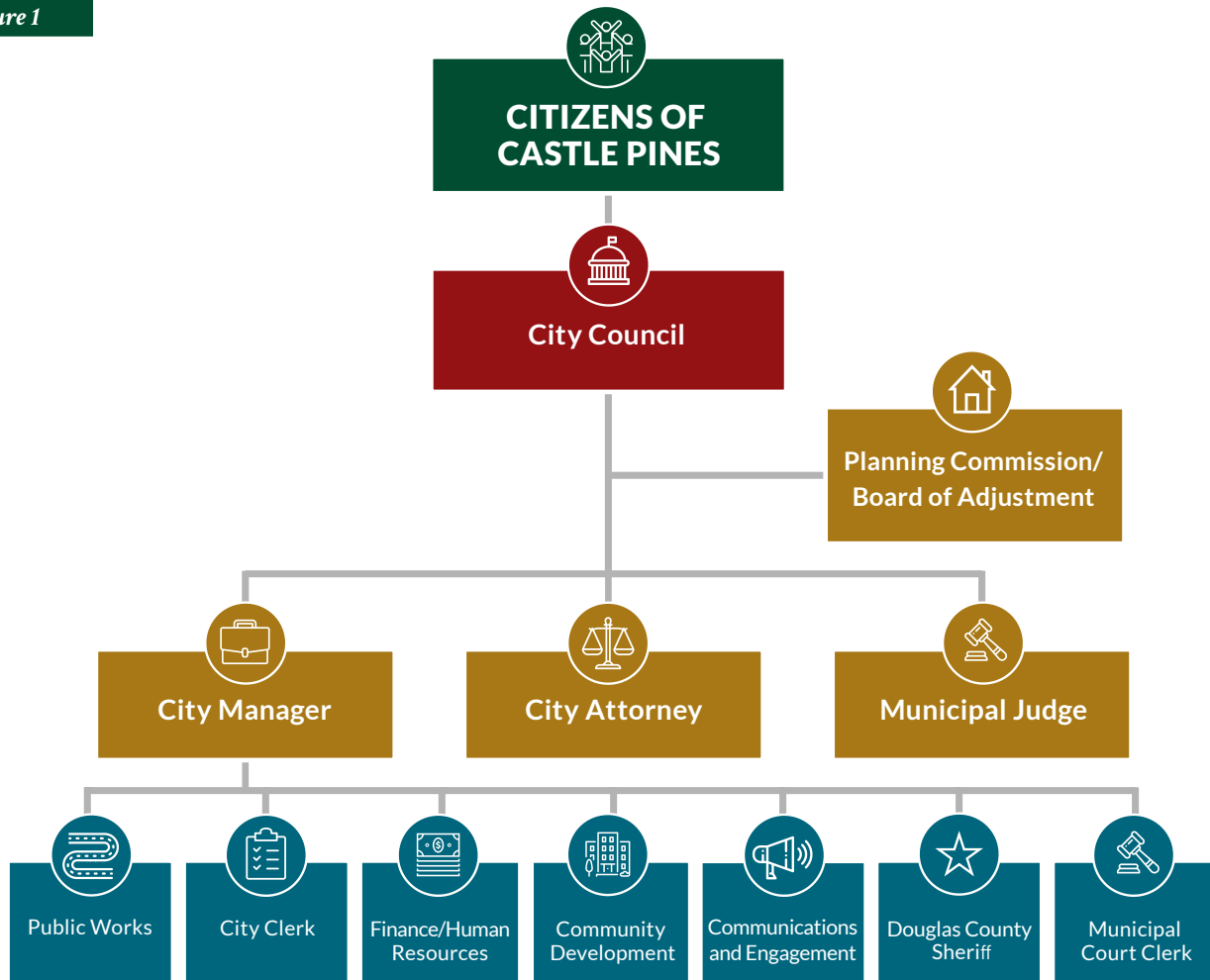
CITY ORGANIZATIONAL CHART

The City 2021 budget contains a total of 10.5 FTE positions. In keeping with the original intent of the City incorporators, staffing is kept to a minimum and the remainder of the City's services, including law enforcement, municipal court, legal services, sales tax administration, are provided by independent contractors.

Table 1

City Staff Positions (full-time equivalent – FTE)	2019	2020	2021
City Manager	1.0	1.0	1.0
Management Analyst	1.0	1.0	1.0
Communications and Engagement Manager	0.0	0.0	1.0
Community Events Coordinator	0.25	0.5	0.5
City Clerk	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0
Community Development Director	1.0	1.0	1.0
Planner II	0.0	1.0	1.0
Finance/HR Director	1.0	1.0	1.0
Public Works Director	1.0	1.0	1.0
PW Operations Manager/Engineer	0.0	1.0	1.0
Total City FTE	7.25	9.5	10.5

Figure 1



City Vision and Strategic Objectives



CITY VISION AND STRATEGIC OBJECTIVES

CITY VISION

The City of Castle Pines will be:

- ▶ an inclusive Colorado community that embraces our unique neighborhood character
- ▶ a community that creates outdoor and active lifestyle living amenities
- ▶ a community that supports conscientious development where we live, work, play, and shop

CITY COUNCIL 2021 STRATEGIC OBJECTIVES



Foster Community

Building a connected community and encouraging development through sustainable events and other activities.



Intentional Development

Attracting and adequately managing a diverse mix of commercial and residential development that meets the goals and vision of the community.



Reliable and Safe Infrastructure

Investing in existing infrastructure that protects the value of community assets while assuring future growth has the infrastructure necessary for long-term community quality of life.



Economic Strength

Ensuring a diverse commercial job and tax base and maximizing efficiency through innovation, regional partnerships, and other public-private opportunities.



Financial Resiliency and Vitality

Promoting a diverse tax base and efficient use of resources to ensure long-term economic sustainability while maintaining community service level expectations.



High Performing Operations

Valuing quality staff, delivering City services in an efficient and effective manner, and maintaining a focus on continuous improvement.

Budget Guidelines and Assumptions



BUDGET GUIDELINES AND ASSUMPTIONS

Many economic factors are considered when developing projections for revenues for the next fiscal year. The determination of a projected revenues drives the decisions for the rate of growth in the overall City budget, including the pace of capital expenditures. Factors considered in the City's projections include economic indicators on the global, national, state, and local level.

Globally, beginning in early 2020, the world was in the throes of a pandemic that economically and financially impacted nearly all citizens, businesses, and governments. In its World Economic Outlook for June 2020, the International Monetary Fund (IMF) referred to the global economy as one of a "deep downturn in 2020 and sluggish turnaround in 2021." As noted in Table 1, they reported that global growth was projected at a 4.9 percent decrease for 2020. That is a substantial difference from the "sluggish and subdued" 3.5 percent increase they projected for 2020 in July 2019. They projected a 5.4 percent increase for 2021.

The IMF projected the 2020 growth rate for the United States to be a decrease of 8.0 percent. They projected a 4.5 percent increase in 2021; however, keep in mind that it is a 4.5 percent increase from the lower GDP level at the end of the 2nd quarter of 2020. Figure 1 illustrates this with the blue line for advanced economies (U.S. line is similar). Although they project an increase in growth from 2020, GDP does not quite get to the January 2019 level.

According to Business Insider (May 12, 2020), 20.5 million people lost their jobs in April 2020 alone in the US and unemployment reached 14.7%. The hardest hit industries included restaurants and bars; laundry and other personal services; retailers like clothing and furniture stores; and travel, tourism, and entertainment.

The July 2020 report of the Congressional Budget Office (CBO) projected real GDP to decrease 5.8 percent in 2020 and increase 4.0 percent in 2021. "One major driver of CBO's forecast of the economy for the next several years is the agency's projections about how the pandemic and social distancing will unfold," the report said. It went on to say "[A]nother major factor underlying the economic forecast is the agency's projections of the economic effects of the four laws enacted in March and April to address the public health emergency and to directly assist affected households, businesses, and state and local governments. Those laws – which together are projected to increase the federal deficit by \$2.2 trillion in fiscal year 2020 and by \$0.6 trillion in 2021 – will, in CBO's assessment, partially mitigate the deterioration in economic conditions and help spur the recovery." In March and April, four laws were enacted in response to the 2020 coronavirus pandemic: Paycheck Protection Program and Health Care Enhancement Act; CARES Act; Families First Coronavirus Response Act; and Coronavirus Preparedness and Response Supplemental Appropriations Act.

Table 3

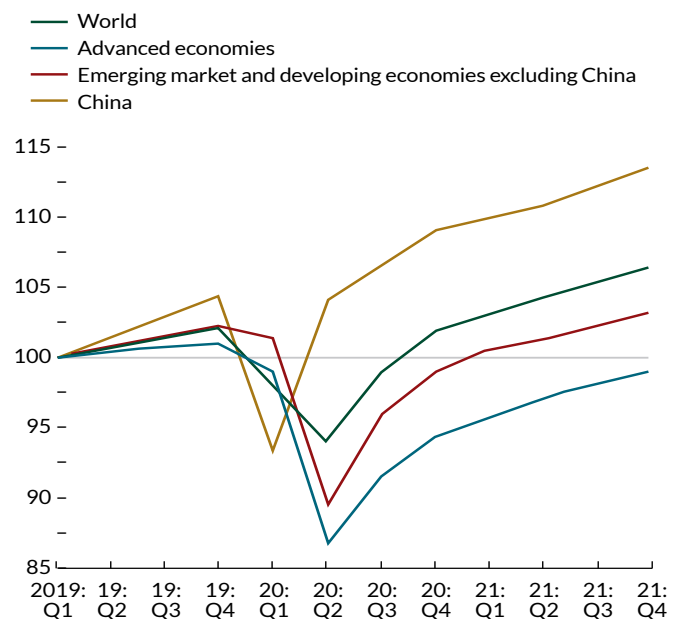
LATEST WORLD ECONOMIC OUTLOOK GROWTH PROJECTIONS

	PROJECTIONS		
(Real GDP, annual percent change)	2019	2020	2021
World Output	2.9	-4.9	5.4
Advanced Economies	1.7	-8.0	4.8
United States	2.3	-8.0	4.5
Euro Area	1.3	-10.2	6.0
Germany	0.6	-7.8	5.4
France	1.5	-12.5	7.3
Italy	0.3	-12.8	6.3
Spain	2.0	-12.8	6.3
Japan	0.7	-5.8	2.4
United Kingdom	1.4	-10.2	6.3
Canada	1.7	-8.4	4.9
Other Advanced Economies	1.7	-4.8	4.2
Emerging Markets and Developing Economies	3.7	-3.0	5.9

Source: IMF, World Economic Outlook Update, June 2020

Figure 2

QUARTERLY WORLD GDP



Source: IMF, World Economic Outlook Update, June 2020

The state's June outlook says that Colorado's "economic activity appears to have stabilized at low levels in May, following one of the steepest declines in economic activity on record in April 2020. From April 2020 lows, this forecast assumes ongoing growth in economic activity for the state and nation in the years ahead. Yet, the recovery will take years to reach pre-recessionary levels of activity as businesses and households continue to face challenges posed by COVID-19-related health and economic uncertainty."

In April 2020, in response to the pandemic, City staff reported to City Council that the City was on solid financial footing. We entered 2020 with very favorable results. In 2019 and 2020 revenues were up compared to 2019 through February. However, the following months were surrounded by uncertainty. Beginning in March, businesses were either closed or their occupancy was significantly restricted at varying degrees under the Colorado Governor's executive orders. The City watched revenue trends very closely and reported on the financial impact of the COVID-19 pandemic in its monthly financial reports. The August financial report stated that cumulative sales tax revenue was 19 percent ahead of 2019 and that only April (down 4.6%) was significantly impacted. Home construction activity remained strong and building permit fees and use tax were up a combined 34 percent. Revenues related to motor vehicles were negatively impacted by the pandemic. Auto use tax was down 21 percent, highway user tax was down 13 percent and motor vehicle registration fees were down 4 percent. All in all, despite the pandemic, City revenues remain strong due to our retail business base not affected nearly as much as other cities (mostly considered essential under the Governor's orders - grocery and liquor), shifting to self-collection of sales tax revenue, new sales tax revenue from internet sales due to the Supreme Court Wayfair decision, and home construction activity.

The 2021 budget was prepared using reprojected 2020 revenues, estimated population growth (which was based on the projected number of new homes built in 2020), state economists' projected inflation for 2020, and uncertainty surrounding the ongoing pandemic impact. The resulting projections were reinforced by national and global expectations for the economy. On the expenditure side, the 2021 budget considered City Council policy direction, the continuation of existing service levels, inflation, achieving a balanced budget, and meeting the City Council's 25 percent fund balance reserve requirement.



Based on these economic conditions, the City is utilizing the following assumptions for 2021 revenue projections:

2020 inflation: 0.8% state economists' estimate.

2020 population growth: 8.0% City estimate in consultation with the development community.

COVID-19 Impact:

- ▶ The revenue projections carefully considered the impact of the COVID-19 pandemic. At the time this budget proposal was prepared, we were five months (March-July) into the pandemic.
- ▶ With the Governor's Stay-at-Home order issued in mid-March forcing businesses to close and the resulting unemployment, April revenues were the hardest hit. Sales tax and automobile-related revenues were severely impacted in April. Sales tax rebounded and steadied since May while automobile-related revenues have not. The pandemic has not impacted development- and construction-related revenues.
- ▶ Our projections assume that the impact to revenues has leveled off with the belief that businesses and consumers have adapted somewhat to restrictions put in place and that shutdowns will not occur as they did in the early months of the pandemic. Of course, as the months proceed, we will continually monitor revenues and adjust expenditures if warranted.

Property Tax Revenue: The 2021 projection was determined using the Douglas County Assessor's Preliminary Certification of Valuation. This is a known number and is set once the assessor determines the assessed valuation (AV).

Sales Tax Revenue: The 2021 projection was determined by adding 8.8% to the 2020 year-end projected amount (YEP) based on state economic predictions for inflation and estimated population growth within the City. As of August, sales tax revenue was 19% above 2019 year-to-date. To arrive at our YEP, with 4 months to go, we conservatively projected that we would end the year 6% over 2019.

Building Materials Use Tax Revenue: The 2021 projection is based on homebuilders' estimated new home construction and historical analysis of other permit types.

Automobile Use Tax Revenue: The 2021 budget is based on remaining flat with 2019 results, which is 8.5% lower than the 2020 budget. It appears that COVID-19 significantly impacted 2020's revenue and we expect the YEP to be 25% lower than the budget.

Franchise Fee Revenues: The 2021 projection is primarily based on inflation and population growth over 2020 YEP. Our 2020 YEP was reduced 11% based on the outcome of the first 7 months.

Highway Users Tax Fund Revenue: The 2021 projection and 2020 YEP comes from CML estimates. Both projections are lower due to COVID-19's impact on revenues related to motor vehicles.

Road and Bridge County Property Tax Shareback Revenue: The City receives a share of the County's property tax collected within City limits. The projections are calculated using the same percentages derived from the City's property tax projections.

Road Sales/Auto Use Tax County Shareback Revenue: The projections are calculated using the same percentages derived from the City's sales and auto use tax projections.

Building Materials Use Tax County Shareback Revenue: The projections are calculated using the same percentages derived from the City's building materials use tax projections.

Planning and Zoning Revenues: The 2021 projection is based on staff's analysis of expected development. The majority of development is coming from the south and east side of Castle Pines.

Building Permit Fees: The 2021 projection is based on homebuilders' estimated new home construction and historical analysis of other permit types.

To ensure a conservative approach to the 2021 budget, the following guidelines were used

Fund community improvements including roads, gateway monumentation, and citizen access to their city government.

- Note: During budget deliberations, gateway monumentation and citizen access (municipal facility construction, Castle Pines mobile app) to their city government were put on hold and removed from the proposed budget due to the uncertainty of the pandemic and the Council's desire to increase funds in the City's reserves.

Justify significant variances over the 2020 budget and their fulfillment of Council Vision and/or Strategic Objectives.

Seek affirmation from City Council of budget changes via policy questions (beginning on page 16).

Maintain General Fund Ending Fund Balance at 25% of operating expenditures – policy reserve requirement.



BUDGET AND FINANCIAL POLICIES

The City of Castle Pines has an important responsibility to its citizens to account for public funds and manage municipal finances wisely. This section provides a summary of the significant elements of the adopted 2021 Annual Budget and major financial policies in place to ensure the funding for the City's services is managed responsibly. The City currently has one formally adopted policy: General Fund Reserve Policy. Additional financial policies will be added and reviewed with City Council during the annual budget process to ensure the ongoing relevance of and adherence to each policy.

GENERAL FUND RESERVE POLICY

The non-appropriated fund balance of the General Fund balance will be maintained at levels sufficient to provide necessary working capital and contingency reserves. The General Fund must maintain a minimum reserve amount of 25 percent of the total General Fund operating expenditures. In addition, reserves for future major capital expenditures may be accrued in the fund balance. The policy reserve amount includes emergency reserves of 3 percent of budgeted expenditures, in accordance with Article X of the Colorado Constitution (TABOR). Use of the budgeted reserves must be recommended by the City Manager and be approved by the City Council. If the City Council approves the use of budgeted reserves, at the time of approval the Council must also approve a plan to replenish the reserves back to the minimum 25 percent reserve amount.

Staff anticipates that additional policies will be formally adopted at the start of and beginning with the 2022 annual budget process, including ones for the topics listed below. Although no policy has been developed or formally adopted, the City has followed best practices regarding each of these topics. Other policies as recommended by the Government Financial Officers Association (GFOA) best practices may be included.

- ▶ Balancing the Budget and Budget Amendments
- ▶ Revenues - one-time revenues, service charges, and fees
- ▶ Expenditures - budget reallocation, capital outlay, purchasing authority, and process
- ▶ Investments
- ▶ Debt Management



BUDGET APPROVAL PROCESS & CALENDAR

Friday, September 11	Revenue projections completed – Finance
Friday, September 11	Baseline budget sent to departments – Finance
Friday, September 18	Budget requests and 2020 year-end projections due to Finance
Wednesday, September 23	Department budget draft budget assembly completed – Finance
Friday, September 25	Review of draft budget completed - City Manager/Finance
Wednesday, September 30	City Manager submits proposed budget to City Council (Charter required due date is 9/30)
Tuesday, November 3	City election question for roads property tax increase and G.O. bonds issuance (did not pass)
Tuesday, November 10	Study Session – discussion of the proposed budget with City Council
Tuesday, November 10	Regular Council meeting - Public Hearing for a resolution to adopt the 2021 Annual Budget
Tuesday, December 8	Regular Council meeting <ul style="list-style-type: none">• Resolution to certify City Mill Levy to County Commissioners (Charter deadline is 12/15)• Resolution to adopt the 2021 Annual Budget (statutory deadline 12/15)



2021 Policy Questions



2021 POLICY QUESTIONS

CITY WIDE

- 1** Does City Council support a 3.0% performance-based merit pay increase for staff within the City of Castle Pines? (\$26,900 – General Fund)

RELATED COUNCIL STRATEGIC OBJECTIVE:



High Performing Operations

Discussion:

- City staff surveyed surrounding Douglas County jurisdictions: Castle Rock-3.5%, Parker-3.0%, Lone Tree-0.0%, Douglas County-2.0%.
- A 3.0% compensation increase will add approximately \$26,900 to next year's budget from current existing annual salaries and includes retirement and payroll taxes.
- Merit increases are based upon met goals and overall performance-based evaluations.

Council Direction: City Council supports a 3.0% performance-based merit pay increase.

- 2** a. Does City Council support the construction of a municipal facility? (General Fund - \$75,700 per year for operations and maintenance, Capital Improvement Fund – \$8,650,000 for construction)
b. Does City Council support issuing Certificates of Participation (COPs) to finance the cost to construct a municipal facility?
(General Fund – \$644,000 principal and interest per year for 20 years)

RELATED COUNCIL STRATEGIC OBJECTIVES:



Financial Resiliency and Vitality



Reliable and Safe Infrastructure



High Performing Operations



Economic Strength



Foster Community



Intentional Development

Related Council Vision: An inclusive Colorado community that embraces our unique character.

DISCUSSION:

- ▶ A city hall has been discussed since City incorporation, with even more discussion and actions being taken at council meetings going back to at least May 28, 2019.
- ▶ Reasons discussed for the construction of a city hall and the potential location
 - ◆ Enhanced sense of community
 - Community's own space for access to elected officials and services
 - Community-owned asset to be proud of
 - ◆ Current space in Library
 - Space is outgrown
 - In year 5 of a 10-year term
 - Library's desire to use space
 - ◆ Location on Lagae Family Parcel
 - Best of sites evaluated for a municipal complex that could include a City Hall and Rec Center
 - Adjacent to Elk Ridge Park
 - Provided to City at no cost
 - Meets Council's desire to keep City Hall on the west side of Castle Pines
- ▶ Consultants are hired and design, architecture, and engineering for a city hall is underway.
- ▶ 100% construction docs are expected by December 21; Guaranteed max price is expected by late-February 2021.
- ▶ City Council approval for moving forward with construction (contract) is anticipated for the second meeting in February 2021.
- ▶ Estimated project cost: \$9.27 million (October update from \$8.65 million after budget submitted on 9/30)
- ▶ Construction timing - Lower construction costs, Lower interest rates
- ▶ Most of the cost will require financing
 - ◆ In Colorado, COPs are a commonly used method for financing civic buildings, including state and county facilities, city halls, police stations, public works, and even parks and recreation facilities.
 - ◆ The City received \$3,422,200 cash and \$517,073 escrow from LS Partners, LLC sale of PA-12 property pursuant to a public-private partnership agreement.
 - ◆ Initially, the proceeds from the land sale were contemplated for use in the construction of a city hall and are now incorporated in the Capital Improvement Fund budget to fund road improvements.
 - ◆ Proposed budget recommends financing the entire cost over 20 years
 - ◆ Spreads entire cost over the estimated depreciable life of the asset
 - ◆ Allows land sale cash to be spent on roads now or be used for other City Council determined purposes

Council Direction: City Council did not support this request in 2021. May be considered in a future year.

COMMUNITY AFFAIRS

3 Does City Council support bringing community affairs (public information and communication) in-house? (General Fund – \$20,000)

RELATED COUNCIL STRATEGIC OBJECTIVE:



Foster Community



High Performing Operations

Discussion:

- Communication and public information services are currently outsourced
- Communication needs have increased in all areas and require a 1.0 FTE staff person
- A full-time position will increase presence and community knowledge to better serve communication with our community

Council Direction: City Council supported this request.

4 Does City Council support developing a Castle Pines mobile app that users could use in favor of accessing City information via the website? (General Fund – \$50,000)

RELATED COUNCIL STRATEGIC OBJECTIVE:



Foster Community



High Performing Operations

Related Council Vision: An inclusive Colorado community that embraces our unique neighborhood character.

Discussion:

- More people are using apps on their mobile devices to access information
- A Castle Pines app would have useful and direct links to events, construction and land-use projects, permitting processes, snow routes, agendas and meetings, reporting potholes, parks/field reservations, and paying tickets
- Prior to development of an app, this first phase is to define the purpose and find the “buttons” that would create a desire to download and then return to the app time and time again.
- A consultant has been engaged in 2020 to help with deciding on the first phase. Prior to expenditure of the budget, staff would return to Council prior to initiating any programming or app development.

Council Direction: City Council did not support this request.

PUBLIC WORKS

5 Does City Council support developing a stormwater maintenance plan and locate services? (General Fund – \$300,000)

RELATED COUNCIL STRATEGIC OBJECTIVE:



Reliable and Safe Infrastructure



Financial Resiliency and Vitality

Related Council Vision: An inclusive Colorado community that embraces our unique neighborhood character.

Discussion:

- MS4 inspections for stormwater facilities not owned by the City but for which the City is responsible for their discharges.
- Evaluation and implementation of a formal maintenance program for stormwater facilities owned by the City, including inlets, pipes and detention or retention ponds. Those that are not operating properly will be addressed.
- Perform locate services on the stormwater system. All utility owners are required to perform this service.

Council Direction: City Council supported this request.

6 Does City Council support the continued funding of capital improvements at Rueter-Hess Reservoir? (Parks and Recreation Fund – \$100,000)

RELATED COUNCIL STRATEGIC OBJECTIVE:



Reliable and Safe Infrastructure



Economic Strength



Financial Resiliency and Vitality

Related Council Vision: A community that creates outdoor and active lifestyle living amenities.

Discussion:

- City Council has supported this annual investment since 2017.
- Castle Pines, Parker, and Castle Rock all contribute \$100,000 each year.
- The long-term capital project improvements cost is approximately \$7 million.
- Plans for 2021's operating and capital budgets are currently underway by the Rueter-Hess Recreation Authority.

Council Direction: City Council supported this request.

7

Does City Council support the proposed capital improvement program? (Capital Improvements Fund – \$5,750,000)

RELATED COUNCIL STRATEGIC OBJECTIVE:



Financial Resiliency and Vitality



Foster Community



Economic Strength



Reliable and Safe Infrastructure



Intentional Development

Related Council Visions:

- An inclusive Colorado community that embraces our unique neighborhood character.
- A community that supports conscientious development where we live, work, play, and shop.

Discussion:

- Major Roads and Streets – \$5,100,000:
 - ◆ Pavement condition index – \$2,400,000: To upgrading the pavement condition index of City residential streets. This continues the upgrades into 2021, which includes identification of streets, development of methodologies, whether reconstruction, rehabilitation, or surface treatment, bid package, and construction administration. The City has allocated \$5,000,000 each year for the past several years.
 - ◆ Reconstruction – \$2,700,000: To reconstruct Castle Pines Parkway between Monarch Boulevard and Yorkshire Dr.
- Traffic Signal Improvements – \$125,000: Upgrade all school flashers to remote control systems providing technicians and city staff notifications of trouble. Begin implementation of flashing yellow turn signals. The City has allocated \$125,000 each year over the past several years.
- Pedestrian Signals Improvements – \$75,000: Provides for additional pedestrian signals up to a HAWK system. This is a more robust crossing system that creates more visual notification to drivers when pedestrians are crossing.
- Happy Canyon Bridge – \$250,000: Engineering work on the Happy Canyon Bridge and associated intersection improvements and getting CDOT/FHWA approval for the intersection improvements.
- Lagae Road Improvements – \$200,000: This project started in 2019 and was carried forward into 2020 for completion. Staff anticipates that the project will require an additional \$200,000 to complete the Lagae Road and Castle Pines Parkway intersection improvements. The developer who was responsible for the need to improve the intersection provided \$750,000 to the City for the work. Due to increased ROW acquisition costs and delays in having the project completed, the City is responsible for the additional costs.

Council Direction: City Council supported this request except to reduce Major Roads and Streets to \$4.3 million to smooth out the amount spent each year given that projections for 2022 and beyond would drop to \$3 million.

ECONOMIC DEVELOPMENT

8

Does City Council support gateway and wayfinding improvements at the southbound I-25 off ramp?
(Capital Improvements Fund - \$650,000)

RELATED COUNCIL STRATEGIC OBJECTIVE:



Foster Community



Intentional Development



Reliable and Safe Infrastructure



Economic Strength

Related Council Vision: An inclusive Colorado community that embraces our unique neighborhood character.

Discussion:

- The City completed the concept design for branding, gateway entrance, and wayfinding signage in 2019.
- The 2021 gateway project includes monument signage, a pillar, and landscaping on the southbound I-25 offramp and along Castle Pines Parkway (see graphics on following slides).
- This includes approximately \$350,000 transferred from the 2020 project at the north Monarch Boulevard entryway, which was not completed because the City was unable to secure the required easement.

Council Direction: City Council did not support this request at this time but requested City staff to monitor revenues and bring back for their consideration later in the year.

BUDGET OVERVIEW



BASIS OF BUDGETING AND ACCOUNTING

The 2021 Castle Pines budget is comprised of four funds: General Fund, Parks and Recreation Fund, Conservation Trust Fund and Capital Improvement Fund.

The General Fund accounts for all government revenue and expenditures not specific to a particular fund.

The Parks & Recreation Fund accounts for all government revenue and expenditures associated with park maintenance. The primary source of revenue comes from the General Fund and partly from the Conservation Trust Fund.

The Conservation Trust Fund accounts for all government revenue and expenditures associated with state lottery disbursements.

The Capital Improvements Fund acts as a repository to set aside funds for capital improvements or acquisitions. The primary source of revenue comes from the General Fund.

Basis of budgeting refers to the methodology used to include revenues and expenditures in the budget. Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collected within the current year or soon enough thereafter to pay liabilities of the current year. The City's basis of budgeting is the same as the basis of accounting for all funds.

ORGANIZATIONAL CONTEXT

Since its incorporation in 2008, the City of Castle Pines provides municipal services through a unique model that employs a limited staff who manage and oversee independent contractors. The City Council appoints a City Manager who directly or indirectly is responsible for the provision of the following services: public safety (police and building inspection), public works (streets and parks), community development, economic development, communication and community events. The City Manager also supervises the following administrative and support services: city clerk, court clerk, finance, human resources, information technology, and legal services. In addition to the City Manager, the City Council appoints a municipal judge and city attorney.

Going into 2021, City staff consists of 10 full-time positions and one part-time position. In addition to the City Manager, the following city staff provide direct management and oversight of City operations: City Clerk, Community Development Director, Finance/Human Resources Director, and Public Works Director. With City growth and enhancement of services, two full-time and one part-time positions were added in 2019: Planner, Administrative Assistant, and Community Events Coordinator (PT). In 2020, a Management Analyst (changed from temporary intern) and a Public Works Operations Manager/Engineer were added. The 2021 budget includes the addition of a Communications and Engagement Manager position. Under City staff supervision, functions provided by contracted services include law enforcement (Douglas County Sheriff), municipal court, building permitting and inspection, street improvements and maintenance, park maintenance, development review, information technology, sales tax administration and enforcement, payroll, and public information and communication.

OVERVIEW OF FUNDS

The 2021 Annual Budget totals \$18,438,200. Chart 1 illustrates the City's fund structure and the total budget for each fund. The hierarchy setup illustrates the Parks and Recreation Fund and the Capital Improvements Fund dependence on the General Fund. These two funds are primarily funded by transfers from the General Fund. In 2021, The Parks and Recreation Fund is also funded by a transfer from the Conservation Trust Fund. Table 2 summarizes each fund's financial activity.

The City does not have outstanding debt and therefore, there are no debt service funds or debt accounted for in any of the City's funds.

Chart 1

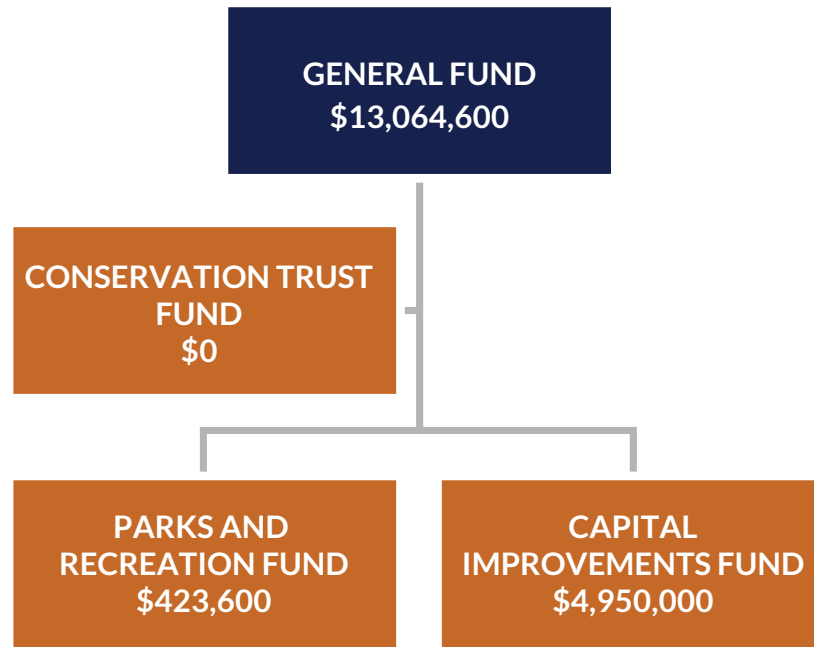


Table 4

2021 Budget Fund Summary	Beginning Fund Balance	Revenue	Expenditures	Transfers In/(Out)	Ending Fund Balance
General Fund	\$1,909,608	\$16,708,000	(\$13,064,600)	(\$2,928,000)	\$2,625,008
Parks and Recreation Fund	\$494,969	\$20,500	(\$423,600)	\$403,000	\$494,869
Conservation Trust Fund	\$387,600	\$60,000	—	(\$100,000)	\$347,600
Capital Improvement Fund	\$3,819,129	—	(\$4,950,000)	\$2,625,000	\$1,494,129
Total All Funds	\$6,611,306	\$16,788,500	(\$18,438,200)	—	\$4,961,606

BUDGET HIGHLIGHTS

2020 GREAT START AND THEN...THE COVID-19 PANDEMIC

Financially, the City entered 2020 better than expected. Revenues for 2019 exceeded year-end projections by \$631,000. Sales tax revenue alone added more than \$336,000 to the expected 2020 General Fund beginning fund balance. Although major news of the pandemic surfaced in January, it was not until March that business closures started to happen, and unemployment began to rise. Therefore, it was not until April that the impact of the pandemic closures had any significant impact on revenues.

Compared to other cities along the Front Range, the impact on City sales tax revenue was not as severe since nearly all our local retail was considered essential and allowed to stay open or offer curbside service. In May, as restrictions eased and with businesses and consumers adjusting to the pandemic “norm,” most of the City’s revenues rebounded and continued to hold steady through the time we were preparing this budget. Also compared to other cities, the city did not see large impacts on the expenditure side. Many cities saw public safety (police and fire) expenditures increase significantly. The City contracts with Douglas County for law enforcement and with South Metro Fire Rescue Authority for fire protection and paramedic services. Although we incurred minor unexpected pandemic-related expenditures, most will be reimbursed by federal funds. Therefore, the City purposefully continued operations, albeit remotely, as usual, and capital projects continued as planned.

2020 REVENUE YEAR-END PROJECTIONS

All of that considered, 2020 General Fund ongoing revenues (excludes pass-through and federal grant revenues) are projected to be 2 percent or \$173,600 greater than the adopted budget (see Table 3). Contributing to this increased revenue projection is sales tax revenue, which is projected to exceed the budget by 13 percent or \$260,400. Estimates for development-related activity revenues, building materials use tax and building permit fees, exceed the budgeted amount by 7 percent or \$250,200. On the other hand, the year-end projection for automobile use tax revenue is 25 percent or \$275,600 lower than the budgeted amount and court fines revenue is 67% lower or \$175,700.

Table 5

2020 Budget to Projection Comparisons	2020 Adopted Budget	2020 Year-End Projection	Difference	% Difference
Property Tax	\$947,600	\$947,600	—	0%
Sales Tax	\$1,939,600	\$2,200,000	\$260,400	13%
Building Materials Use Tax	\$1,733,700	\$1,865,700	\$132,000	8%
Automobile Use Tax	\$1,093,300	\$817,700	(\$275,600)	-25%
Franchise Fees	\$522,600	\$467,600	(\$55,000)	-11%
Licenses and Permits	\$67,400	\$139,900	\$72,500	108%
Road and Bridge County Shareback	\$466,800	\$466,800	—	- 0%
Roads Sales/Auto Use Tax Shareback	\$309,200	\$207,400	(\$101,800)	-33%
Building Materials Use Tax Shareback	\$221,800	\$203,800	(\$18,000)	-8%
Building Permit Fees	\$1,493,200	\$1,629,400	\$136,200	9%
Court Fines	\$260,700	\$85,000	(\$175,700)	-67%
All Other Ongoing Revenue	\$656,300	\$854,900	\$198,600	30%
Total General Fund Ongoing Revenue	\$9,712,200	\$9,885,800	\$173,600	2%
Stormwater Pass-through	\$2,000,000	\$3,212,500	\$1,212,500	
Federal Grant – CARES Act		\$380,400	\$380,400	
Total General Fund Revenue	\$11,712,200	\$13,478,700	\$1,766,500	

2020 EXPENDITURES YEAR-END PROJECTIONS

The 2020 General Fund year-end expenditures are estimated to be \$2,025,200 higher than the current adopted 2020 budget. This net increase is primarily due to increased estimated building services costs (\$104,800), change in accounting for the Canyons Credit PIF (\$460,000), the pass-through cost for the Newlin Gulch tributary drainage improvements (\$1,212,500), and expenditure of funds related to COVID-19 (\$380,400). Each of these increases are offset by increases in their related revenue. The complete detail of the 2020 year-end estimates compared to the 2020 adopted budget can be found in Table 11 on page 31.

Parks and Recreation Fund expenditures are projected to be \$423,600 greater than the current adopted 2020 budget. The increase is primarily due to an investment in trails capital of \$346,200, which is anticipated to be paid for by contributions from the school district and developers.

Capital Improvements Fund expenditures are expected to end \$242,100 higher than the current 2020 adopted budget, a combination of \$593,700 increase in site improvement costs in anticipation of construction of a municipal facility and a \$351,600 decrease in gateway monumentation.

A supplemental appropriation to the 2020 Annual Budget is expected in early 2021. Increased expenditures were anticipated and approved as the year progressed and are covered by additional revenue.

2021 BUDGET – REVENUE PROJECTIONS

Moving to 2021, General Fund ongoing revenue is estimated to increase \$822,200 from the \$9,885,800 year-end projection in 2020 to \$10,708,000 million (see Table 4). Sales tax is projected to increase by 8.8 percent based on 2020 CPI increase (0.8%, state economists) and 2020 population increase (8.0%, city staff). Building materials use tax is projected to increase 12 percent based on discussions with home builders. Automobile use tax increase of 22 percent based on assumptions that the industry will rebound from 2020 lows. The \$1,000,000 projection is roughly the amount collected in 2019.

Table 6

2021 Budget Revenue	2020 Year-End Projection	2021 Adopted Budget	Difference	% Difference
Property Tax	\$947,600	\$1,009,200	\$61,600	7%
Sales Tax	\$2,200,000	\$2,393,800	\$193,800	9%
Building Materials Use Tax	\$1,865,700	\$2,091,200	\$225,500	12%
Automobile Use Tax	\$817,700	\$1,000,000	\$182,300	22%
Franchise Fees	\$467,600	\$530,600	\$63,000	13%
Licenses and Permits	\$139,900	\$84,400	(\$55,500)	-40%
Road and Bridge County Shareback	\$466,800	\$497,100	\$30,300	6%
Roads Sales/Auto Use Tax Shareback	\$207,400	\$225,900	\$18,500	9%
Building Materials Use Tax Shareback	\$203,800	\$267,500	\$63,700	31%
Building Permit Fees	\$1,629,400	\$1,612,100	(\$17,300)	-1%
Court Fines	\$85,000	\$60,000	(\$25,000)	-29%
All Other Ongoing Revenue	\$854,900	\$936,200	\$81,300	10%
Total General Fund Ongoing Revenue	\$9,885,800	\$10,708,000	\$822,200	8%
Stormwater Pass-through	\$3,212,500	\$6,000,000	\$2,787,500	
Federal Grant – CARES Act	\$380,400	—	(\$380,400)	
Total General Fund Revenue	\$13,478,700	\$16,708,000	\$3,229,300	

2021 BUDGET – EXPENDITURE APPROPRIATIONS

The 2021 Annual Budget, excluding interfund transfers, is \$18,438,200, which is an overall decrease of \$289,000 (-2%) compared to the 2020 year-end projections (see Table 5). The General Fund operating budget increased \$547,100 (8%) over the year-end projections. Compared to 2020 year-end projections, the 2021 Parks and Recreation Fund budget decreased \$339,400 and the Capital Improvements Fund decreased \$2,903,800. Additional detail regarding these differences and differences compared to the 2020 adopted budget can be found in the Budget Detail section beginning on page 28.

Table 7

2021 Budget Expenditures	2020 Year-End Projection	2021 Adopted Budget	Difference	% Difference
GENERAL FUND				
City Council	\$70,900	\$111,800	\$40,900	58%
City Manager	\$179,500	\$182,900	\$3,400	2%
Inter/Non-departmental	\$358,000	\$289,700	(\$68,300)	-19%
Legal Services	\$170,300	\$140,000	(\$30,300)	-18%
Communications	\$121,900	\$141,300	\$19,400	16%
Finance/Human Resources	\$267,000	\$323,100	\$56,100	21%
City Clerk	\$138,800	\$170,900	\$32,100	23%
Municipal Court	\$37,100	\$41,200	\$4,100	11%
Public Safety	\$1,021,300	\$1,057,600	\$36,300	4%
Public Works	\$1,688,300	\$1,931,400	\$243,100	14%
Community Development	\$1,866,500	\$1,817,700	(\$48,800)	-3%
Economic Development	\$543,200	\$733,900	\$190,700	35%
Community Events	\$54,700	\$123,100	\$68,400	125%
Total General Fund Operating Expenditures	\$6,517,500	\$7,064,600	\$547,100	8%
Stormwater Pass-through	\$3,212,500	\$6,000,000	\$2,787,500	
Emergency Response - COVID-19	\$380,400	—	(\$380,400)	
Total General Fund Expenditures	\$10,110,400	\$13,064,600	\$2,954,200	
Parks and Recreation Fund	\$763,000	\$423,600	(\$339,400)	
Capital Improvements Fund	\$7,853,800	\$4,950,000	(\$2,903,800)	
	\$18,727,200	\$18,438,200	(\$289,000)	

GENERAL FUND RESERVE

The 2021 year-end fund balance remains in a very healthy financial condition (see Table 6). The resulting fund balance of the General Fund is projected to total \$2,625,000, which is 36 percent of operating expenditures. The required 25 percent reserve is \$1,841,900, which is 25 percent or three months' worth of the budgeted operating expenditures. Best practice promoted by Government Finance Officers' Association (GFOA) recommends a minimum balance of 2 months (16.7%).

Table 8

2021 Ending General Fund Balance Analysis	
Total Expenditures	\$15,992,600
Less: Pass-through	(\$6,000,000)
Less: Capital Outlay	(\$2,625,000)
Total Operating Expenditures	\$7,367,600
25% of Operating Expenditures – Required Reserve	\$1,841,900
Ending Fund Balance	\$2,625,000
25% Required Reserve	\$1,841,900
Excess/(Short) of Required Reserve	\$783,100
Fund Balance Reserve %	36%

Budget Detail



GENERAL FUND

The General Fund is the City's primary operating fund and is used to account for services provided to the community: public works, public safety, municipal court, community development, economic development, community events, and communication. The General Fund also accounts for administrative and support services: city manager, city clerk, finance, human resources, legal, and information technology. The City also provides parks and recreation, and capital improvements through transfers from the General Fund to their respective funds.

In 2021, revenues outpace expenditures and transfers out by \$715,400 allowing ending fund balance to increase to \$2,625,008 from a year-end projected amount of \$1,909,608. Also, this is an increase of \$456,700 or 21 percent over the 2020 adopted budget. As mentioned earlier (see Table 6 and related discussion above), the projected ending fund balance is 36 percent of operating expenditures, which is greater than the City's required reserve policy. As seen in the discussion below, the large increases in revenue (43%) and expenditures (63%) are primarily due to large one-time items. The transfer to the Capital Improvements Fund decreased 60 percent because of a reduction in planned capital projects for 2021. The transfer to the Parks and Recreation Fund increasing 54 percent is primarily the result of a lower transfer amount needed to balance the fund in 2020.

Table 9

General Fund	2019 Audited	2020 Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Beginning Fund Balance	\$4,888,375	\$5,249,408	\$5,249,408	\$1,909,608	(\$3,339,800)	-64%
Total Revenues	\$9,871,755	\$11,712,200	\$13,478,700	\$16,708,000	\$4,995,800	43%
Total Expenditures	\$6,203,115	\$8,036,600	\$10,110,400	\$13,064,600	\$5,028,000	63%
Transfers Out/ (In)						
To Parks and Recreation Fund	\$225,174	\$196,600	\$148,000	\$303,000	\$106,400	54%
To Capital Improvement Fund	\$3,082,433	\$6,560,100	\$6,560,100	\$2,625,000	(\$3,935,100)	-60%
Total Transfers Out/(In)	\$3,307,607	\$6,756,700	\$6,708,100	\$2,928,000	(\$3,828,700)	-57%
Ending Fund Balance	\$5,249,408	\$2,168,308	\$1,909,608	\$2,625,008	\$456,700	21%

REVENUE

As seen in Chart 2 and Table 8 below, the City's primary revenue source is from taxes, which is 61 percent (\$6,580,600) of the total ongoing revenue. Another 20 percent comes from charges for services (\$2,098,900), which is mostly building permit fees. Intergovernmental revenue makes up 12 percent (\$1,302,000) and franchise fee revenue 5 percent (\$530,600). The remaining 2 percent is fines and forfeitures, licenses and permits, and interest earnings (\$195,900).

Chart 2

2021 REVENUE SOURCES

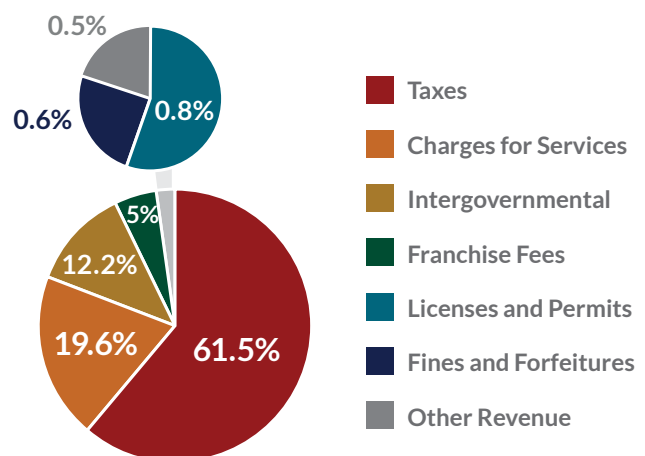


Table 10

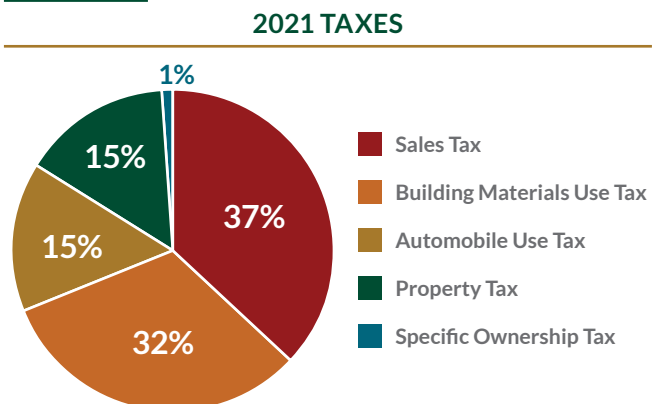
% of Budget	General Fund Revenue	2019 Audited	2020 Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
61%	Taxes	\$5,476,637	\$5,793,600	\$5,910,400	\$6,580,600	\$787,000	14%
5%	Franchise Fees	\$465,777	\$522,600	\$467,600	\$530,600	\$8,000	2%
12%	Intergovernmental	\$1,162,476	\$1,327,100	\$1,175,900	\$1,302,000	(\$25,100)	-2%
1%	Licenses and Permits	\$143,679	\$67,400	\$139,900	\$84,400	\$17,000	25%
20%	Charges for Services	\$1,411,537	\$1,685,800	\$2,007,000	\$2,098,900	\$413,100	25%
1%	Fines and Forfeitures	\$236,686	\$260,700	\$85,000	\$60,000	(\$200,700)	-77%
0%	Other Revenue	\$267,671	\$55,000	\$100,000	\$51,500	(\$3,500)	-6%
100%	Total Ongoing Revenue	\$9,164,463	\$9,712,200	\$9,885,800	\$10,708,000	\$995,800	10%
	Stormwater Pass-through	\$707,292	\$2,000,000	\$3,212,500	\$6,000,000	\$4,000,000	200%
	Federal Grant – CARES Act	—	—	\$380,400	—	—	—
	Total Revenue	\$9,871,755	\$11,712,200	\$13,478,700	\$16,708,000	\$4,995,800	43%

Further breaking down the City's taxes, (Chart 3), they consist of 37% sales tax (\$2,393,800), 32% building use tax (\$2,091,200), 15% property tax (\$1,009,200), 15% automobile use tax (\$1,000,000), and 1% specific ownership tax (\$86,400).

Intergovernmental revenue are funds received from other taxing jurisdictions. The City receives a share of Douglas County's property tax for roads and bridges (\$497,100), and a share of their sales and use tax (\$493,400). Intergovernmental revenue also includes Highway Users Tax Fund (\$279,500), motor vehicle registration (\$41,500), cigarette tax (\$7,100) and state energy distributions (\$3,700).

Charges for Services consists of building permit fees (\$1,612,100), public works fees (\$250,000), planning and zoning fees (\$205,000) and other fees (\$31,800).

Chart 3



EXPENDITURES

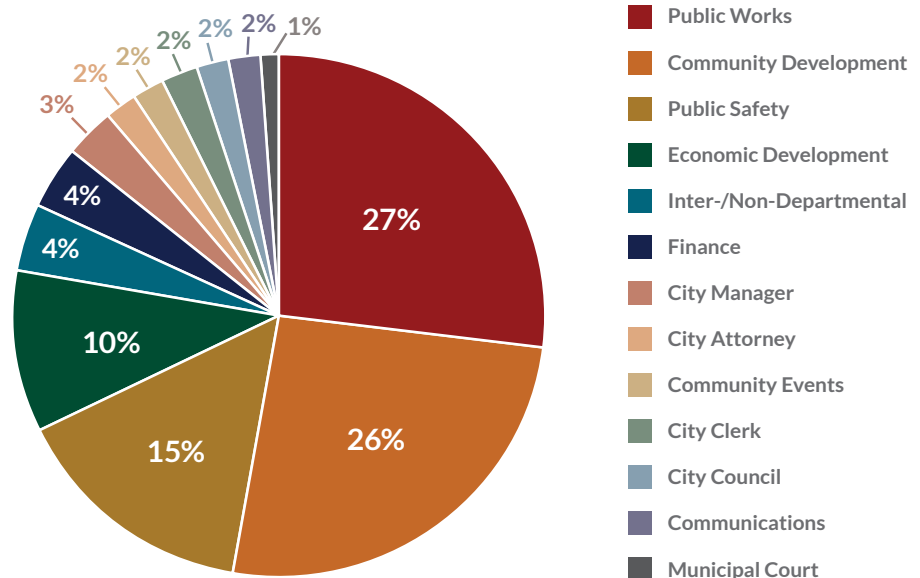
General Fund budgeted expenditures and transfers total \$15,992,600. Operating expenditures total \$7,064,600, an increase of \$1,028,000 or 17 percent over the 2020 budget. The remainder of the budget consists of stormwater pass-through expenditures (\$6,000,000) and transfers out (\$2,928,000). The stormwater pass-through is multi-year capital project (Newlin Gulch/Spring tributary improvements). The City receives funds from a developer and passes them on to the Mile High Flood District. Transfers out consists of \$303,000 to the Parks and Recreation Fund to fund parks operations and \$2,625,000 to fund capital projects planned for 2021.

Table 11

% of Budget	General Fund Expenditures	2019 Audited	2020 Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
2%	City Council	\$69,020	\$80,300	\$70,900	\$111,800	\$31,500	39%
3%	City Manager	\$229,541	\$179,800	\$179,500	\$182,900	\$3,100	2%
4%	Inter-/Non-Departmental	\$239,688	\$281,900	\$358,000	\$289,700	\$7,800	3%
2%	City Attorney	\$137,692	\$120,000	\$170,300	\$140,000	\$20,000	17%
2%	Communications	\$104,276	\$120,000	\$121,900	\$141,300	\$21,300	18%
5%	Finance	\$231,488	\$268,400	\$267,000	\$323,100	\$54,700	20%
2%	City Clerk	\$157,029	\$143,300	\$138,800	\$170,900	\$27,600	19%
1%	Municipal Court	\$36,855	\$41,300	\$37,100	\$41,200	(\$100)	0%
15%	Public Safety	\$899,320	\$1,053,000	\$1,021,300	\$1,057,600	\$4,600	0%
27%	Public Works	\$1,484,706	\$1,738,700	\$1,688,300	\$1,931,400	\$192,700	11%
26%	Community Development	\$1,511,009	\$1,712,200	\$1,866,500	\$1,817,700	\$105,500	6%
10%	Economic Development	\$271,678	\$95,900	\$543,200	\$733,900	\$638,000	665%
2%	Community Events	\$123,521	\$201,800	\$54,700	\$123,100	(\$78,700)	-39%
100%	Total Operating Expenditures	\$5,495,823	\$6,036,600	\$6,517,500	\$7,064,600	\$1,028,000	17%
	Stormwater Pass-through	\$707,292	\$2,000,000	\$3,212,500	\$6,000,000	\$4,000,000	200%
	Emergency Response COVID-19	—	—	\$380,400	—	—	
	Total Expenditures	\$6,203,115	\$8,036,600	\$10,110,400	\$13,064,600	\$5,028,000	63%
	Xfr To Parks and Recreation	\$225,174	\$196,600	\$148,000	\$303,000	\$106,400	54%
	Xfr To Capital Improvements	\$3,082,433	\$6,560,100	\$6,560,100	\$2,625,000	(\$3,935,100)	-60%
	Total General Fund Budget	\$9,510,722	\$14,793,300	\$16,818,500	\$15,992,600	\$1,199,300	8%

Public Works (\$1,931,400 – 27%), Community Development (\$1,817,700 – 26%), and Public Safety (\$1,057,600 – 15%) are the largest components of the General Fund's budget. Municipal Court, Economic Development, Communications, and Community Events make up 15 percent of the budget and administrative and support services are the remaining 17 percent. Major changes are explained in the following departmental sections.

2021 EXPENDITURES



GENERAL FUND – CITY COUNCIL

DESCRIPTION

Council members make policy decisions on a variety of City issues, such as approving the annual City budget. They are given the authority to approve resolutions and enact and provide for the enforcement of ordinances, which are City laws. They also appoint the city manager, who serves the Council and citizens and is responsible for City staff and day-to-day management. Castle Pines is governed by a mayor and six City Council members. The City is divided into three districts of approximately 3,500 residents. Each district is represented by two City Council members with staggered four-year terms.

BUDGET DETAIL

City Council	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Worker's Compensation	\$366	\$100	\$200	\$200	\$100	100%
Professional Services	—	\$5,000	\$3,600	\$3,600	(\$1,400)	-28%
Training	\$5,646	\$9,000	\$2,000	\$6,000	(\$3,000)	-33%
Travel	\$12,522	\$9,400	\$3,400	\$9,400	—	0%
Membership Dues	\$17,384	\$21,200	\$20,500	\$20,500	(\$700)	-3%
Supplies	\$405	\$1,800	\$3,400	\$1,800	—	0%
Meetings	\$8,989	\$10,000	\$5,000	\$10,000	—	0%
Supplies/Recognition	\$3,908	\$4,000	\$1,000	\$1,000	(\$3,000)	-75%
Contributions	\$19,800	\$19,800	\$31,800	\$59,300	\$39,500	199%
Total City Council	\$69,020	\$80,300	\$70,900	\$111,800	\$31,500	39%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Participation in the Douglas County Housing Partnership program (Contributions - \$35,000)
- ▶ 2021 Priorities
 - ◆ Roads and long-term transportation funding - Many of the City's roads have aged and investing in our existing infrastructure is a top priority.
 - ◆ Economic Development - The success of our neighborhood businesses is the key to the success of our overall community.
 - ◆ Communications Strategy – Communications and Engagement is key to our community's success and Council would like to focus on continuous improvement through a thoughtful, intentional, and comprehensive communications program.
 - ◆ Municipal Facility - Council acknowledges the need for municipal and civic space within the community.

◆ Gateway Project - Establishing gateways in and out of the City contributes to creating a sense of place and community.

◆ A Sense of Place that is Castle Pines - We must work to build the community of Castle Pines and create a place where residents - new and existing - can live, work and play.

2020 HIGHLIGHTS

- ▶ Distributed nearly \$350,000 in CARES Act grant funding to City businesses.
- ▶ Municipal Facility - received land and funding to build municipal facility; completed 100% design.
- ▶ Recreation Facility - received land with a 5-year option to construct a recreation facility.
- ▶ Referred a ballot measure to voters in the November election to increase property taxes and issue debt to fund major road reconstruction of Castle Pines Parkway and Monarch Boulevard.

GENERAL FUND – CITY MANAGER

DESCRIPTION

The City Manager is responsible for the general day-to-day oversight and management of the City of Castle Pines and is responsible for directing the development and implementation of the City's operating budget. The City Manager also:

- ▶ Provides recommendations to the Mayor and City Council
- ▶ Implements policy decisions made by the City Council
- ▶ Participates in City Council meetings
- ▶ Anticipates future needs of the City
- ▶ Serves as a general representative of the City

BUDGET DETAIL

City Manager	2018 Audited	2019 Adopted Budget	2019 Year-end Projections	2020 Proposed Budget	\$ Budget Change	% Budget Change
Salary and Benefits	\$207,056	\$167,000	\$174,800	\$170,800	\$3,800	2%
Professional Services	\$5,191	—	—	—	—	
Training	\$2,166	\$1,700	\$100	\$1,700	—	0%
Travel	\$7,208	—	\$800	\$4,900	\$4,900	
Membership Dues	\$4,165	\$2,000	\$1,800	\$1,800	(\$200)	-10%
Supplies	\$75	—	—	—	—	
Meetings	\$3,680	\$9,100	\$2,000	\$3,700	(\$5,400)	-59%
Total City Manager	\$229,541	\$179,800	\$179,500	\$182,900	\$3,100	2%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Hire the City's first Communications and Engagement Manager and improve communications.
- ▶ Refocus resources to Council 2021 priorities with special attention to making grant funds a viable part of the City's annual revenue stream.

2020 HIGHLIGHTS

- ▶ Led City's response to COVID-19 providing and promoting business assistance, resident assistance, and staff health and safety.
- ▶ Instrumental in County's development of and led City implementation of the 5-Star State Certification Program to help businesses earn variances from state COVID restrictions.
- ▶ Improved website and communications to business and resident community to assist in the constant changes in COVID-19 restrictions.

POSITION

Title	2019 FTE	2020 FTE	2021 FTE
City Manager	1.0	1.0	1.0

GENERAL FUND – INTER/NON-DEPARTMENTAL

DESCRIPTION

The Inter/Non-Departmental cost center accounts for expenditures that support the functions of all City departments and cannot efficiently be classified to a specific department (for example, administrative assistant position, tech support, central office supplies, postage) or those that are external to all departments (for example, contributions to other organizations).

BUDGET DETAIL

Inter/Non-Departmental	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salaries and Benefits	\$48,278	\$117,300	\$99,500	\$104,400	(\$12,900)	-11%
Professional Services	\$28,739	\$45,500	\$119,900	\$30,000	(\$15,500)	-34%
Info Tech Support	\$59,881	\$16,100	\$15,100	\$17,600	\$1,500	9%
Building Costs	\$18,146	\$24,500	\$37,000	\$37,000	\$12,500	51%
Insurance	\$28,638	\$37,700	\$50,700	\$57,100	\$19,400	51%
Telephone/Internet	\$8,074	\$9,200	\$10,500	\$10,700	\$1,500	16%
Printing/Copying	\$6,393	\$7,700	\$4,000	\$4,100	(\$3,600)	-47%
Postage/Mailing	\$1,387	\$1,700	\$1,700	\$1,700	—	0%
Training	\$769	\$1,500	—	\$1,500	—	0%
Travel	\$1,496	—	\$400	\$1,000	\$1,000	
Mileage	\$40	—	—	—	—	
Membership Dues	\$1,133	\$100	—	—	(\$100)	-100%
Central Supplies	\$16,909	\$9,000	\$4,300	\$9,000	—	0%
Computer/Software	\$11,080	\$10,600	\$14,300	\$14,600	\$4,000	38%
Meetings	\$3,152	\$1,000	\$600	\$1,000	—	0%
Furniture and Equipment	\$5,573	—	—	—	—	
Emergency Response	—	—	\$380,400	—	—	
Total Inter/Non-Departmental	\$239,688	\$281,900	\$738,400	\$289,700	\$7,800	3%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Building Costs increased due to City's share of CAM (common area maintenance) costs.
- ▶ Insurance increased due to expenditure moved out of Parks and Recreation Fund.
- ▶ Grant applications for infrastructure, community and economic development, and recreation projects.
- ▶ Implement project management software for City staff.
- ▶ Continue engagement with Colorado Smart City Alliance and cross-departmental innovation.

2020 HIGHLIGHTS

- ▶ Researched and supported external communications for emergency COVID-19 information.
- ▶ Increased City Council meetings public participation through virtual format.
- ▶ Created GIS-based storyboard of City's history detailing plans for a municipal facility.
- ▶ Hosted community open house events showcasing current and future City initiatives.

POSITIONS

Title	2019 FTE	2020 FTE	2021 FTE
Administrative Assistant	1.0	1.0	1.0
Management Analyst	1.0	1.0	1.0

GENERAL FUND – LEGAL SERVICES

DESCRIPTION

The City Attorney's office provides legal services to the City Council, boards, commissions, and administrative staff. This helps to enforce the law, avoid or mitigate risks associated with City operations, and protect the legal interests of the City of Castle Pines. In addition, legal services also include the following:

- ▶ Prosecution of criminal defendants
- ▶ Prosecution of Castle Pines code violations
- ▶ Provides civil defense council for the City and employees in administrative, county, state, and federal courts
- ▶ Represents the City in administrative, county, state, and federal courts
- ▶ Prepares contracts and other legal documents.

BUDGET DETAIL

Legal Services	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Legal Services	\$137,692	\$120,000	\$170,300	\$140,000	\$20,000	17%
Total Legal Services	\$137,692	\$120,000	\$170,300	\$140,000	\$20,000	17%



GENERAL FUND – COMMUNICATIONS

DESCRIPTION

The Communications Department is responsible for all aspects of the City communications and community events programs, including but not limited to media and public relations, marketing, internal and external communications, community outreach, and city-wide events.

BUDGET DETAIL

Communications	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salary and Benefits	—	—	—	\$95,300	\$95,300	
Professional Services	—	—	—	\$35,000	\$35,000	
Advertising	—	—	—	\$5,000	\$5,000	
Communication	\$104,276	\$120,000	\$121,900	—	(\$120,000)	-100%
Training	—	—	—	\$2,000	\$2,000	
Mileage	—	—	—	\$500	\$500	
Membership Dues	—	—	—	\$500	\$500	
Supplies	—	—	—	\$1,000	\$1,000	
Computer/Software	—	—	—	\$2,000	\$2,000	
Total Communications	\$104,276	\$120,000	\$121,900	\$141,300	\$21,300	18%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ A formal Communications Department was created in 2021
- ▶ A full-time position (1 FTE) will be hired to improve city communications and community engagement (prior to 2021, all City communications were performed by an outside consultant).
- ▶ The City plans to make website improvements and look for technological solutions to assist in communications and engagement.

2020 HIGHLIGHTS

- ▶ Provided proactive communication to help keep residents and businesses informed and safe during the COVID-19 pandemic.
- ▶ Assisted with notifying businesses and residents about City and County grant programs available to them to assist with COVID-19 pandemic financial impacts.
- ▶ Highlighted City Council meetings through “City Council Wrap Up” email feature.
- ▶ Sought citizen input on transportation upgrades, a recreation center, and support on tax measures that would fund them.
- ▶ Provided traffic and construction updates during the City’s pavement rehabilitation project.

POSITION

Title	2019 FTE	2020 FTE	2021 FTE
Communications and Engagement Manager	0.0	0.0	1.0

GENERAL FUND – FINANCE/HUMAN RESOURCES

DESCRIPTION

The Finance/Human Resources Department is responsible for the financial activities of the City. This includes administration of sales and use tax, all accounting functions (payroll, accounts payable, accounts receivable, and financial reporting), preparation of the annual budget, and managing city cash on hand (investments). Human resources duties include assisting with employee hiring, training, and administration of City-provided benefits (health insurance and retirement).

BUDGET DETAIL

Finance/Human Resources	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salary and Benefits	\$103,058	\$113,700	\$120,500	\$126,700	\$13,000	11%
Treasurer's Fees	\$7,992	\$9,500	\$9,500	\$10,100	\$600	6%
Professional Services	\$2,426	\$6,000	\$7,100	\$6,100	\$100	2%
Audit	\$17,280	\$18,000	\$17,500	\$18,500	\$500	3%
Sales Tax Administration	\$18,688	\$24,900	\$24,900	\$50,500	\$25,600	103%
Bank/Credit Card Fees	\$73,829	\$80,000	\$70,900	\$91,100	\$11,100	14%
Advertising	\$1,382	—	\$400	\$500	\$500	
Printing and Copying	—	—	\$500	\$500	\$500	
Training	\$926	\$2,500	\$1,500	\$2,000	(\$500)	-20%
Travel	—	—	—	\$1,000	\$1,000	
Mileage	\$63	—	—	—	—	
Membership Dues	\$1,815	\$1,000	\$300	\$1,100	\$100	10%
Supplies	\$734	\$1,000	\$1,200	\$200	(\$800)	-80%
Computer/Software	\$3,281	\$11,600	\$12,700	\$14,800	\$3,200	28%
Meetings	\$14	\$200	—	—	(\$200)	-100%
Total Finance/Human Resources	\$231,488	\$268,400	\$267,000	\$323,100	\$54,700	20%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Sales Tax Administration - expanded contractor's scope of services.
- ▶ Bank/credit card fees increased due to increased building permits paid for with credit card.
- ▶ Update Employee Handbook.
- ▶ Develop Long-term Financial Plan and provide financial planning Capital Improvements Plan.
- ▶ Update City's sales and use tax ordinance to include language in the CML model ordinance on economic nexus and marketplace facilitators and join with the state single point of remittance.

2020 HIGHLIGHTS

- ▶ Took over the collection of City sales taxes from the Colorado Department of Revenue.
- ▶ Navigated through the COVID-19 pandemic financial uncertainty.
- ▶ Created three grant programs to distribute funds to businesses and residents. Successfully awarded and distributed over \$350,000 in grant funds to City businesses.
- ▶ Assisted with procurement and financial analysis for municipal facility design and construction.
- ▶ Assisted with financial planning for City election question.

POSITION

Title	2019 FTE	2020 FTE	2021 FTE
Finance/HR Director	1.0	1.0	1.0

GENERAL FUND – CITY CLERK

DESCRIPTION

Overall, the City Clerk's office works in partnership with the City Council, City manager and all other City departments. The City Clerk is responsible for the following:

- ▶ City Council agenda and packet preparation
- ▶ City Council meeting minutes preparation
- ▶ Liquor licensing
- ▶ Elk Ridge Park permitting
- ▶ Records management program
- ▶ Legal notices
- ▶ Public records requests (CORA)
- ▶ Election management
- ▶ City liaison for municipal court
- ▶ City code maintenance

BUDGET DETAIL

City Clerk	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salary and Benefits	\$88,921	\$91,600	\$99,600	\$101,900	\$10,300	11%
Filing Fees	\$389	\$500	\$500	\$500	—	0%
Election	\$25,535	\$15,000	\$11,000	\$11,000	(\$4,000)	-27%
Public Notice Advertising	\$2,371	\$1,500	\$1,500	\$1,500	—	0%
Codification	\$3,738	\$4,500	\$4,500	\$4,500	—	0%
Training	\$1,137	\$3,000	\$500	\$3,000	—	0%
Mileage	\$620	\$900	\$200	\$200	(\$700)	-78%
Membership Dues	\$500	\$200	\$200	\$200	—	0%
Supplies	\$1,070	\$1,000	\$100	\$100	(\$900)	-90%
Computer/Software	\$32,748	\$25,000	\$20,700	\$48,000	\$23,000	92%
Meetings	—	\$100	—	—	(\$100)	-100%
Total City Clerk	\$157,029	\$143,300	\$138,800	\$170,900	\$27,600	19%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Computer/Software increased to provide closed-captioning video-recorded Council meetings.
- ▶ Regular coordinated Municipal Election for the Mayor and Council Member seats.

2020 HIGHLIGHTS

- ▶ Coordinated election for property tax increase and debt issuance for road improvements.
- ▶ Implementation Tobacco Retailer Licensing Program.
- ▶ Participation in the Douglas County Best Practices 5-Star Program for businesses.

POSITION

Title	2019 FTE	2020 FTE	2021 FTE
City Clerk	1.0	1.0	1.0

GENERAL FUND – MUNICIPAL COURT

DESCRIPTION

The Castle Pines municipal court is committed to the administration of justice with equality, fairness and integrity, in an expeditious and timely manner, for the people of the City of Castle Pines. The court seeks to provide equal access to justice, prompt and courteous service, independence and accountability of court actions, and to exercise case-management practices designed to facilitate the fair and timely disposition of cases. The court values equality and fairness, excellence of service, respect for the individual, and responsible use of resources, and strives to nurture public confidence and trust.

BUDGET DETAIL

Municipal Court	2018 Audited	2019 Adopted Budget	2019 Year-end Projections	2020 Proposed Budget	\$ Budget Change	% Budget Change
Workers' Comp	\$276	—	\$100	\$100	\$100	
Court Clerk	\$19,845	\$24,000	\$20,000	\$24,000	—	0%
Judge	\$6,822	\$7,000	\$7,000	\$7,000	—	0%
Prosecutor	\$6,600	\$7,600	\$7,200	\$7,200	(\$400)	-5%
Court Forms	\$102	\$300	\$100	\$100	(\$200)	-67%
Computer/Software	\$3,210	\$2,400	\$2,700	\$2,800	\$400	17%
Total Municipal Court	\$36,855	\$41,300	\$37,100	\$41,200	(\$100)	0%

2021 BUDGETARY NOTES AND HIGHLIGHTS

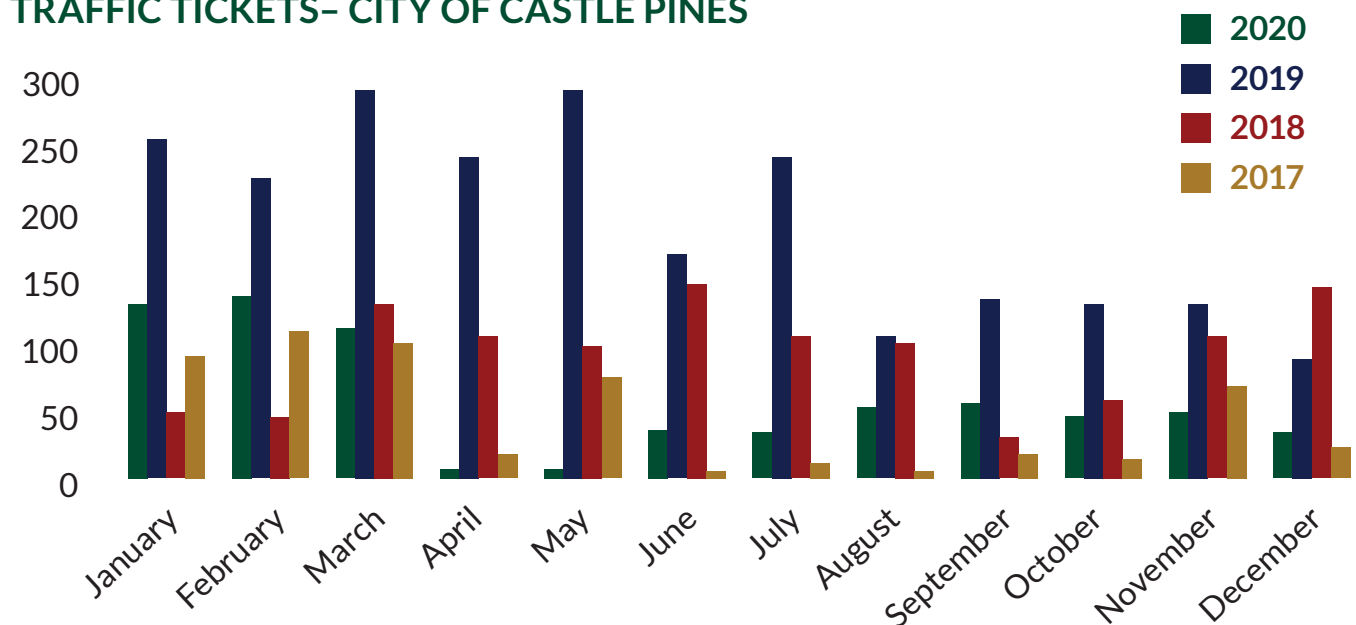
- ▶ Implement a texting reminder system for all defendants for court appearance, fines, and class due dates.
- ▶ Monitor pending bills in the state legislature that may affect the court.

2020 HIGHLIGHTS

- ▶ Successfully navigated court operations during the COVID-19 pandemic.
- ▶ Handled all hearings in a virtual format.
- ▶ Handled significantly fewer traffic tickets due to the COVID-19 pandemic.

Figure 2

TRAFFIC TICKETS– CITY OF CASTLE PINES



GENERAL FUND – LAW ENFORCEMENT

DESCRIPTION

Law enforcement services are provided by the Douglas County Sheriff's Office through an annual Intergovernmental Agreement with the City of Castle Pines. Specifically, the Sheriff's Office provides the following functions.

- ▶ Reactive patrol to enforce laws and to respond to calls for service
- ▶ Proactive patrol to prevent and deter criminal activity
- ▶ Traffic patrol to enforce City traffic codes
- ▶ Investigation of crimes and the participation in the South Metro Drug Task Force
- ▶ Special operations services such as canine patrol, hostage negotiations, SWAT, and bomb disposal
- ▶ Communications services, including call receiving, dispatch, and reports
- ▶ Attendance and testimony in courts of appropriate jurisdiction and consultation with prosecuting attorneys
- ▶ Command support staff
- ▶ Administrative services including but not limited to planning and statistics, subpoena control, training, weapon permits, accounting, payroll, personnel, media relations, fleet control, radio maintenance, purchasing, records, internal investigations, and other services provided by other county agencies in support of the sheriff's office
- ▶ Emergency management and disaster services in the event of an emergency
- ▶ Liquor code compliance and enforcement and law enforcement liaison to liquor licensing authority

BUDGET DETAIL

Public Safety	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Law Enforcement	\$805,525	\$947,600	\$947,600	\$1,009,200	\$61,600	7%
Traffic Management	\$68,201	\$79,300	\$50,500	\$21,000	(\$58,300)	-74%
Animal Control	\$25,594	\$26,100	\$23,200	\$27,400	\$1,300	5%
Total Public Safety	\$899,320	\$1,053,000	\$1,021,300	\$1,057,600	\$4,600	0%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ The budget for law enforcement is equal to the property tax collected for the City's 4.5 mills. For 2021 that equates to \$1,009,200.
- ▶ Traffic management funding was decreased (as was fines and forfeiture revenue) based on the 2020 enforcement resulting from COVID. If during the year, this cost increases, fines, and forfeitures revenue will also increase.
- ▶ Additional enforcement will occur around our parks, open space, and recreational areas due to an increase in 2020 of vandalism and other unlawful actions.

2020 HIGHLIGHTS

- ▶ Initiated or responded to 7,829 service calls.
- ▶ Reduced speeding and vehicle infraction tickets were written during 2020 due to the COVID-19 pandemic. The primary cause of this was for the health and safety of the officers and traveling public as well as fewer travelers and traffic overall.

GENERAL FUND – PUBLIC WORKS

DESCRIPTION

- ▶ Develop and implement programs benefiting community safety and growth
- ▶ Pavement/roadway management - maintenance, repair, and reconstruction
- ▶ Snow and ice management
- ▶ Traffic analysis and traffic modifications
- ▶ Stormwater management (MS4 Permit)
- ▶ Right of way permits and grading and sedimentary erosion control (GESD) permits
- ▶ Elk Ridge Park operations and maintenance
- ▶ Consulting and engineering oversight, construction document review, site inspections

BUDGET DETAIL

Public Works	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salaries and Benefits	\$65,083	\$70,200	\$149,700	\$194,900	\$124,700	178%
Professional Services	\$204,077	\$215,000	\$78,000	\$93,000	(\$122,000)	-57%
Professional Services (Dev)	\$53,281	—	\$325,000	\$250,000	\$250,000	
Utilities	—	—	\$6,200	\$6,400	\$6,400	
Snow Removal	\$613,050	\$400,000	\$400,000	\$500,000	\$100,000	25%
Weed Mitigation	\$5,000	\$10,000	\$5,000	\$7,500	(\$2,500)	-25%
Fleet Repair/Maintenance	\$1,462	\$1,500	\$1,500	\$1,500	—	0%
Pedestrian Crossings Maint.	\$14,784	\$20,000	\$20,000	\$20,000	—	0%
Streets Repair/Maintenance	\$374,306	\$400,000	\$400,000	\$450,000	\$50,000	13%
Traffic Signals Maintenance	\$49,591	\$75,000	\$75,000	\$75,000	—	0%
Stormwater Maintenance	\$81,395	\$520,000	\$200,000	\$300,000	(\$220,000)	-42%
Training	—	\$2,000	\$2,000	\$1,500	(\$500)	-25%
Mileage	\$71	\$200	\$900	\$1,800	\$1,600	800%
Membership Dues	\$995	\$900	\$1,800	\$2,000	\$1,100	122%
Supplies	—	\$1,200	\$500	\$1,200	—	0%
Computers/Software	\$20,812	\$21,100	\$21,100	\$25,000	\$3,900	18%
Fleet Fuel	\$607	\$1,500	\$1,500	\$1,500	—	0%
Meetings	\$192	\$100	\$100	\$100	—	0%
Stormwater Pass-through	\$707,292	\$2,000,000	\$3,212,500	\$6,000,000	\$4,000,000	200%
Total Public Works	\$2,191,998	\$3,738,700	\$4,900,800	\$7,931,400	\$4,192,700	112%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Salaries and benefits increased with the addition of the PW Operations Manager/Engineer.
- ▶ Professional Services - Separated into two lines (City and Development), Increase in inspections of development-related construction of infrastructure.
- ▶ Re-format ROW and GESC permits and update fee schedule.
- ▶ Develop of an asset management system.
- ▶ Develop Castle Pines roadway standards.
- ▶ Develop Castle Pines GESC Manual.
- ▶ Implement GESC permit inspection fees and review reinspection fees.
- ▶ Develop right-of-way inspection and plan review fee schedules.
- ▶ Implement public interface for tracking snowplows.
- ▶ Increase GIS Data Collection for all systems.
- ▶ Increase collaboration with other government agencies on storm water operations.

2020 HIGHLIGHTS

ENGINEERING DIVISION

- ▶ Implemented SmartGov for ROW and GESC permits including development of formal publications. This implementation included training of inspectors and consultants to make permitting attributes more streamlined and supply more detailed information.
- ▶ A record number of right-of-way and GESC permits were issued in 2020.
- ▶ Updated Public Works documents and website forms.
- ▶ Completed multiple filing initial acceptances.
- ▶ Implemented MS4 internal indicator inspections.
- ▶ Annual pond inspections.
- ▶ Lagae Ranch subdivision street repairs and landscaping installation.
- ▶ Created an inspection document to perform more non-contractual right-of-way inspections.
- ▶ Implemented new concrete road pothole patching technique.

OPERATIONS DIVISION

- ▶ Maintenance of traffic calming devices.
- ▶ Maintenance of storm sewer inlets and general ROW clean up.
- ▶ Repaired potholes with a primary focus on CPP and Monarch.
- ▶ Concrete curb, gutter, and sidewalk repairs focusing on sidewalk settlement around the storm inlets.
- ▶ Continue to develop more efficient sweeping and striping operations.
- ▶ Assisted with City events and public displays.

TRAFFIC DIVISION

- ▶ Startup of school flashers.
- ▶ Completed sign installations on Monarch – north of CPP.
- ▶ Working on finalizing adoption of MTC and MUTCD standards.
- ▶ Constructed path between Highland Hills Street and Mira Vista near American Academy.
- ▶ Utilization of traffic calming devices to obtain traffic counts and locational data.

POSITION

Title	2019 FTE	2020 FTE	2021 FTE
Public Works Director	1.0	1.0	1.0
Public Works Operations Manager/Engineer	0.0	1.0	1.0



GENERAL FUND – COMMUNITY DEVELOPMENT

DESCRIPTION

The Community Development Department is comprised of three separate but interrelated divisions: Building, Code Enforcement, and Planning and Zoning. The Building Division is responsible for the implementation and enforcement of building codes and standards. The Building Division provides building permit services, plans examination, building inspections and is responsible for the enforcement of the International Building Codes. The Code Enforcement Division is responsible for the enforcement of the City's Zoning Ordinance. Scope of enforcement services include, but is not limited to, land use issues, fence regulations, home occupations, pets, signs, abandoned vehicles, development standards and public nuisances. The Planning and Zoning Division is responsible for the administration and enforcement of the City's Zoning and Subdivision Ordinances as well as the implementation of the City's Comprehensive Plan. Current and long-range planning activities are coordinated, implemented, and administered by the Planning and Zoning Division. Current planning duties include development review, zoning compliance, code enforcement, sign permitting, GIS/mapping services and site development administration. In addition, Planning and Zoning staff researches, analyzes, and prepares technical reports for complex land development projects to City Council.

BUDGET DETAIL

Community Development	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salaries and Benefits	\$181,649	\$211,900	\$195,000	\$218,800	\$6,900	3%
Professional Services	\$14,833	\$247,100	\$146,400	\$95,000	(\$152,100)	-62%
Building Dept Services	\$903,484	\$1,209,600	\$1,314,400	\$1,289,700	\$80,100	7%
Legal Services	\$29,766	\$26,700	\$34,400	\$26,400	(\$300)	-1%
Professional Services (Dev)	\$276,718	—	\$114,900	\$147,600	\$147,600	
Training	\$123	\$2,000	\$500	\$2,500	\$500	25%
Travel	—	—	—	\$300	\$300	
Mileage	\$756	\$800	\$400	\$500	(\$300)	-38%
Membership Dues	\$844	\$1,200	\$700	\$1,200	—	0%
Supplies	\$19	\$1,500	—	\$200	(\$1,300)	-87%
Computer/Software	\$102,486	\$11,400	\$59,000	\$35,000	\$23,600	207%
Meetings	\$331	—	\$800	\$500	\$500	
Total Community Development	\$1,511,009	\$1,712,200	\$1,866,500	\$1,817,700	\$105,500	6%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Professional Services - Separated into two lines (City and Development).
- ▶ Building Department services increased based on projected increase in new home construction determined through conversations with home builders.
- ▶ Computer software was increased to cover upgrade to planning permitting software.
- ▶ Expand public access to GIS functions to include real-time development updates and tracking.
- ▶ Add a Code Enforcement Officer contracted services.
- ▶ Update nuisance, animal control and wireless communication facilities ordinances.
- ▶ Complete the Unified Land Development Code.
- ▶ Complete the 2021 Comprehensive Plan Update.
- ▶ Launch online building permit portal so that building plans can be uploaded, reviewed, and issued electronically.
- ▶ Commence Mixed-Use Development scenario planning project that will be used to rewrite the City's Business Zone District zoning regulations.
- ▶ Ongoing oversight, review and permitting for active development projects including: Lagae Ranch, Castle Pines Town Center, The Canyons.
- ▶ Progress towards Dawg Nation Ice Hockey Facility.

2020 HIGHLIGHTS

- ▶ Issued 413 new single family residential building permits, 221 remodel permits, 751 one-stop permits and performed over 10,000 inspections.
- ▶ City launched SmartGov which is an online permit portal system for planning and public works.
- ▶ Several Land Use Applications complete including Canyons 2nd PD Amendment approving 2,500 residential units and a minimum of 75 workforce/affordable housing units.
- ▶ Approval of Site Improvement Plans for an attached Single Family Attached for Rent Project and a Townhouse Project further diversifying the City's housing stock.
- ▶ Douglas County Housing Partnership IGA.
- ▶ Douglas County's CDBG Program IGA.
- ▶ Completed Gateway Branding and Wayfinding.
- ▶ Initiated Comprehensive Plan Update.
- ▶ Initiated Unified Land Development Code.
- ▶ Continued to make progress with Dawg Nation.
- ▶ Executed Canyons Workforce Housing Agreement to allow up to 75 units.
- ▶ Completed the Trails Master Plan.
- ▶ Worked with the Denver Botanic Gardens to study native vegetation at "the preserve" in the Canyons which is a future open space park south of Rueter-Hess Reservoir.

POSITIONS

Title	2019 FTE	2020 FTE	2021 FTE
Community Development Director	1.0	1.0	1.0
Planner II	0.0	1.0	1.0

GENERAL FUND – ECONOMIC DEVELOPMENT

DESCRIPTION

The purpose of Economic Development expenditures will be to foster job growth by encouraging new business development and retention and expansion of existing businesses. Challenging economic conditions and competition from other cities requires a thoughtful and flexible economic plan, which can achieve the following results:

- ▶ Retain and strengthen existing businesses
- ▶ Attract new businesses that offer new employment opportunities and new sources of revenue
- ▶ Promote new growth and development located along major transportation corridors and proximate to retail and service hubs in order to increase the customer base for Castle Pines businesses
- ▶ Improve the quality and availability of single-family housing through encouraging reinvestment in existing housing stock, an affordable senior housing rehab incentive program and expanded housing and graduated care options within or proximate to Castle Pines
- ▶ Encourage new housing development to complement existing housing stock
- ▶ Improve or redevelop distressed and underperforming shopping areas
- ▶ Identify and improve undeveloped and underdeveloped properties along major corridors to meet the goals of the Comprehensive Plan
- ▶ Make strategic investments in expanding Castle Pines parks and open space system in order to strengthen connections while stimulating high-quality development/redevelopment
- ▶ Develop, recognize and capitalize on strategic relationships and partnerships that make Castle Pines a great community

BUDGET DETAIL

Economic Development	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salaries and Benefits	—	\$65,900	\$67,400	\$67,800	\$1,900	3%
Professional Services	\$41,789	\$25,000	\$11,500	\$25,000	—	0%
Advertising	\$4,083	—	—	—	—	
Training	\$180	\$2,000	—	\$1,000	(\$1,000)	-50%
Membership Dues	\$1,300	\$3,000	\$2,300	\$2,300	(\$700)	-23%
Computer/Software	—	—	\$2,000	\$6,000	\$6,000	
Canyons Credit PIF	\$224,326	—	\$460,000	\$631,800	\$631,800	
Total Economic Development	\$271,678	\$95,900	\$543,200	\$733,900	\$638,000	665%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Canyons Credit PIF is pursuant to a development agreement – the City shares 50% of its sales tax and building materials use tax collected in the Canyons development.
- ▶ Continue working on projects that will expand availability of products and services.

2020 HIGHLIGHTS

- ▶ Partnered with the Castle Pines Chamber and held quarterly Economic Development outreach meetings with the Castle Pines Businesses.
- ▶ Assisted in keeping our local businesses open by creating marketing programs (bingo) to encourage buy local opportunities.
- ▶ Provided support for restaurants to increase occupancy and help them stay vibrant.

POSITIONS

A percentage of City Manager and Community Development Director salaries and benefits is allocated to the Economic Development cost center.



GENERAL FUND – COMMUNITY EVENTS

DESCRIPTION

Community events are held throughout the year to enhance the sense of our Castle Pines community, as well as, promote regional awareness and economic development. Community events include Pizza in the Park, Movie at the Ridge, Summer Stage, and other events during the Spring, Summer, Fall, and holidays.

BUDGET DETAIL

Community Events	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Salary and Benefits	\$16,146	\$31,800	\$15,200	\$33,100	\$1,300	4%
Event Activities	\$107,375	\$155,000	\$32,000	\$75,000	(\$80,000)	-52%
Contributions	—	\$15,000	\$7,500	\$15,000	—	0%
Total Community Events	\$123,521	\$201,800	\$54,700	\$123,100	(\$78,700)	-39%

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ The Events Activities budget was reduced based on uncertainty surrounding the ongoing COVID-19 pandemic.
- ▶ Safely bringing events back to the community following COVID protocols and guidelines.
- ▶ Working with the Chamber of Commerce to align and brand our events within the community.
- ▶ Integrate and increase awareness with the east side of Castle Pines into the City events.

2020 HIGHLIGHTS

- ▶ COVID-19 caused the City to significantly reduce the number of events held in 2020.
- ▶ Held a similar event to Party in the Park (Summer Celebration).
- ▶ Worked with Tri-County Health Dept. to safely bring an outdoor event to the community for those to hundreds of residents.
- ▶ Safely provided The Movie at the Ridge events during the COVID-19 pandemic.
- ▶ Added new holiday lights to the light poles.

POSITIONS

Title	2019 FTE	2020 FTE	2021 FTE
Community Events Specialist	0.25	0.5	0.5

GENERAL FUND – TRANSFERS OUT

DESCRIPTION

General Fund revenue support expenditures in other City funds including those for parks and recreation operations and maintenance and capital improvements.

BUDGET DETAIL

Transfers (In)/Out	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Parks and Recreation Fund	\$225,174	\$196,600	\$148,000	\$303,000	\$106,400	54%
Capital Improvement Fund	\$3,082,433	\$6,560,100	\$6,560,100	\$2,625,000	(\$3,935,100)	-60%
Total Transfers Out	\$3,307,607	\$6,756,700	\$6,708,100	\$2,928,000	(\$3,828,700)	-57%



PARKS AND RECREATION FUND

DESCRIPTION

The Parks and Recreation Fund accounts for the expenditures devoted to the maintenance and general upkeep of our parks and recreational amenities. This fund is supported by fees and General Fund revenues.

BUDGET DETAIL

Parks and Recreation Fund	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Beginning Fund Balance	\$132,517	\$636,269	\$636,269	\$494,969		
REVENUES						
Parks Fees	\$19,559	20,500	14,000	20,500	—	0%
Insurance Recovery	—	—	13,500	—	—	
Contributions	—	—	346,200	—	—	
Castle Pines Park Authority	\$719,847	—	—	—	—	117%
Transfers In	\$325,174	\$196,600	\$248,000	\$403,000	\$206,400	105%
Total Revenue and Transfers In	\$1,064,580	\$217,100	\$621,700	\$423,500	\$206,400	95%
EXPENDITURES						
Salaries and Benefits	\$91,610	\$109,100	\$115,700	\$117,900	\$8,800	8%
Professional Services	\$250	\$11,000	\$11,000	\$11,000	—	0%
Utilities	\$30,304	\$40,000	\$40,000	\$40,000	—	0%
Custodial Services	\$3,364	\$4,000	\$4,000	\$4,000	—	0%
Landscape Maintenance	\$39,699	\$56,000	\$56,000	\$56,000	—	0%
Water Feature O&M	\$22,401	\$32,000	\$32,000	\$32,000	—	0%
Fleet Repair/Maintenance	—	\$1,200	—	\$1,200	—	0%
Park Facilities Repair/Maintenance	\$52,016	\$47,000	\$47,000	\$47,000	—	0%
City Events	—	\$12,000	—	\$12,000	—	0%
Insurance	\$5,089	\$12,500	—	—	(\$12,500)	-100%
Training	—	\$1,000	—	\$1,000	-	0%
Membership Dues	—	—	—	\$500	\$500	
Fleet Fuel	—	\$800	\$400	\$800	-	0%
Meetings	—	—	—	\$200	\$200	
Park Capital	\$216,095	—	\$10,700	—	—	
Trails Capital	—	—	\$346,200	—	—	
Contributions	\$100,000	—	\$100,000	\$100,000	\$100,000	
Total Expenditures	\$560,828	\$326,600	\$763,000	\$423,600	\$97,000	30%
Ending Fund Balance	\$636,269	\$526,769	\$494,969	\$494,869		

2021 HIGHLIGHTS

- ▶ Completion of ongoing maintenance and repairs of all the facilities.
- ▶ Install new bathroom facilities fans and heaters.
- ▶ Light repair.
- ▶ Repair storage facility and bathroom locks.
- ▶ Replace new fire doors on splash pad chemical room.
- ▶ On-going sidewalk/trail repairs.
- ▶ Repair outlets and boxes on the pavilions.
- ▶ Installation and implementation of a park security system.
- ▶ Evaluating new drinking fountain location.

2020 HIGHLIGHTS

- ▶ Publicly bid and employed a new park maintenance contractor.
- ▶ COVID-19 regulation signs created, installed, and updated per constantly changing standards.
- ▶ Irrigation system repairs.
- ▶ Removed identified sidewalk hazards with jacking, grinding and limited replacement.
- ▶ Removed identified dead trees.
- ▶ Additional trash cans installed.
- ▶ Added trash removal implemented due to park usage.
- ▶ Vandalism damage addressed including replacement of all bathroom windows and a new sprinkler clock.
- ▶ Splash pad repair and ongoing daily maintenance.
- ▶ Installed handicap accessible portable restrooms.
- ▶ Light and lock timer maintenance.
- ▶ Storage building upgrades started.

CONSERVATION TRUST FUND

DESCRIPTION

The Conservation Trust Fund is the segregated fund to account for the collection and expenditure of state lottery proceeds.

BUDGET DETAIL

Conservation Trust Fund	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Beginning Fund Balance	\$464,524	\$429,600	\$429,600	\$387,600		
Revenue	\$65,076	\$65,000	\$58,000	\$60,000	(\$5,000)	-8%
Expenditures	\$100,000	\$100,000	\$100,000	\$100,000	—	0%
Ending Fund Balance	\$629,600	\$594,600	\$587,600	\$547,600		

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ Transfer out is to the Parks and Recreation Fund in support of parks maintenance and projects.

2020 HIGHLIGHTS

- ▶ Contributed \$100,000 to the Parks and Recreation Fund in support of parks maintenance and projects.

CAPITAL IMPROVEMENTS FUND

DESCRIPTION

The Capital Improvement Fund accounts for most of the City's capital expenditures. A capital expenditure is for an asset that is at least \$5,000 and has or extends the assets usable life five or more years. Expenditures also include planning for capital improvements. The City also prepares a five-year Capital Improvement Plan that guides discussion and decision-making regarding current and future projects. This fund accounts for the capital improvement expenditures, as approved by City Council, for the current year of the Capital Improvement Plan. This fund is supported by fees and General Fund revenues.

BUDGET DETAIL

Capital Improvement Fund	2019 Audited	2020 Adopted Budget	2020 Year-end Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
Beginning Fund Balance	\$2,673,196	\$1,079,529	\$1,079,529	\$3,819,129	\$2,739,600	
REVENUE						
Contributions	—	\$94,000	\$4,033,300	—	(\$94,000)	-100%
Transfer In	\$3,082,433	\$6,560,100	\$6,560,100	\$2,625,000	(\$3,935,100)	-60%
Total Revenue and Transfer In	\$3,082,433	\$6,654,100	\$10,593,400	\$2,625,000	(\$4,029,100)	-61%
EXPENDITURES						
Camera Upgrades	\$14,297	—	—	—	—	
Municipal Facility	—	\$438,100	\$1,031,800	—	(\$438,100)	-100%
Major Roads and Streets	\$4,324,865	\$5,825,000	\$5,825,000	\$4,300,000	(\$1,525,000)	-26%
Traffic Signal Improvements	\$100,204	\$125,000	\$125,000	\$125,000	—	0%
Pedestrian Signals upgrades	\$38,709	\$75,000	\$75,000	\$75,000	—	0%
Light Poles	—	\$188,000	\$188,000	—	(\$188,000)	-100%
Lagae Road Improvements	\$103,378	\$596,600	\$596,600	\$200,000	(\$396,600)	-66%
Happy Canyon Bridge	—	—	—	\$250,000	\$250,000	
Gateway/Wayfinding	\$94,647	\$364,000	\$12,400	—	(\$364,000)	-100%
Total Expenditures	\$4,676,100	\$7,611,700	\$7,853,800	\$4,950,000	(\$2,661,700)	-35%
Ending Fund Balance	\$1,079,529	\$121,929	\$3,819,129	\$1,494,129		

2021 BUDGETARY NOTES AND HIGHLIGHTS

- ▶ The City **does not anticipate a significant impact on operating costs** stemming from the 2021 proposed capital investments. A large portion of these capital improvements are related to improving existing assets. Maintenance costs may decrease because of the road improvements; however, this was not quantifiable and, conservatively, not reflected in the 2021 operating budget. There may be a very slight increase in utility costs related to the traffic signal and pedestrian signal expenditures.
- ▶ Development of design and construction documents for Castle Pines Parkway, I-25 to Monarch.
- ▶ Reconstruction of Castle Pines Parkway from Yorkshire to Monarch.
- ▶ Construction of a replacement water line in this section in coordination with Castle Pines North Metro District.
- ▶ Complete evaluation and provide recommendations of the entire Castle Pines roadway system to develop an annual program for repair and maintenance of the streets.
- ▶ Locating and evaluating potential grant opportunities for transportation and parks.
- ▶ Design and install flashing light pedestrian signal crossings.
- ▶ Complete upgrades on the traffic signals and streetlights.

2020 HIGHLIGHTS

FULL DEPTH ROADWAY RE-CONSTRUCTION

Construction efforts included complete removal of existing asphalt roadway and subbase including additional soils not suitable for vehicle loading on parts of the following roadway sections:

- | | | |
|----------------------|---------------------|---------------------|
| ▶ Adam Place | ▶ Hartland Place | ▶ Stonedale Drive |
| ▶ Berganot Trail | ▶ Hidden Pointe Way | ▶ Stonemont Drive |
| ▶ Brambleridge Drive | ▶ Ingleton Court | ▶ Tenby Court |
| ▶ Briar Trace Court | ▶ Ingleton Place | ▶ Thorn Apple Court |
| ▶ Brighton Court | ▶ Mary Court | ▶ Thorn Apple Way |
| ▶ Hanley Court | ▶ Seth Place | ▶ Vacquero Drive |
| ▶ Hardwick Court | ▶ Shady Oak Lane | ▶ Yarrow Place |

MILL AND OVERLAY ROADWAY SURFACE REHABILITATION

Construction efforts involve the removal of two (2) inches of the existing asphalt roadway and with a new asphalt top mat on parts of the following roadway sections:

- | | | |
|-----------------------|--------------------|----------------------|
| ▶ Briar Haven Court 2 | ▶ Dorset Court | ▶ Oxford Drive |
| ▶ Brighton Place | ▶ Exeter Court | ▶ Rachael Place |
| ▶ Brixham Circle | ▶ Exeter Drive | ▶ Shoreham Circle |
| ▶ Campden Place | ▶ Glen Oaks Ave | ▶ Sugarfoot Street |
| ▶ Claymoor Court | ▶ High Ridge Way | ▶ Wetherill Circle |
| ▶ Cottongrass Court | ▶ Ingleton Drive | ▶ Winter Ridge Drive |
| ▶ Deer Clover Way | ▶ Manchester Court | ▶ Yorkshire Drive |

CONCRETE REHABILITATION WORK

All curb, gutter, and sidewalk repairs along with the installation of new ADA Compliant Curb Ramps are included in the 2020 Pavement Rehabilitation – Street Improvement Program.

SCHOOL FLASHER UPGRADES

Installed upgrades to the school flashers at Buffalo Ridge and Timber Trail elementary schools providing the City and our contractor the ability to check for proper operation or change settings on these devices remotely. This upgrade will save the city money by not requiring a technician to travel to the site, complete the requested work, and back to the office or next job for many of the routine service calls.

TRAFFIC SIGNAL UPGRADES

Completed upgrades to all six of the City's traffic signals replacing 20-year-old equipment. These upgrades allow for remote access to the signals and the traffic cameras mounted on the poles. When problems are reported the City and our contractor can immediately access the system and determine when it is necessary to dispatch a technician. When necessary changes to the signal timing or other minor operational functions are necessary, the technician can complete remotely, saving time and money.

Removed the outdated Fire Department signals. The new system provides GPS Opticom to control the existing signals at Village Square Lane and Village Square Drive when fire trucks are dispatched.

Installed License Plate Readers (LPRs) that Douglas County Sheriff's Department used on the southbound I-25 exit ramp, aimed down Castle Pines Parkway. Based on information provided to City Council from the DCSO, vehicles with outstanding warrants are being identified.

STREETLIGHTS ON CASTLE PINES PARKWAY

Completed the installation of 19 new streetlights on Castle Pines Parkway from Monarch east to Village Square Drive. These new poles supply the City the capability to install banners on each side of the pole. Electrical outlets were also installed on each of these poles to allow for installed items to use electrical power.

CAPITAL IMPROVEMENT PLAN

The City prepares a five-year Capital Improvement Plan (CIP) to guide discussion and decision-making on current year and future public physical improvements. The CIP provides a forecast of funds available for capital projects and identifies all planned capital improvements and their estimated costs over the five-year period. The most recent CIP is for the years 2019-2023. This fund is primarily supported General Fund revenues.

Due to the COVID-19 pandemic the CIP was not updated in 2020. Therefore, the plan will be updated in 2021 for the years 2022-2031, shifting to a ten-year CIP.

CAPITAL IMPROVEMENT PLAN (CAPITAL PROJECTS: 2019-2023)

	CIP 2019 (proposed)	CIP 2020 (projected)	CIP 2021 (projected)	CIP 2022 (projected)	CIP 2023 (projected)
PUBLIC WORKS					
MAJOR ROADS & STREETS FULL CONSTRUCTION					
PCI Value 0-49	\$2,700,000	\$3,200,000	\$3,500,000	\$3,500,000	\$3,500,000
PCI Value 50-69	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000	\$1,950,000
PCI Value 70-99	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000
Castle Pines Parkway	—	—	—	\$13,000,000	\$13,000,000
Monarch Boulevard	—	—	—	\$8,000,000	\$8,000,000
TRAFFIC SIGNALIZATION					
Castle Pines/Monarch	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Pedestrian Signal Upgrades (general)	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000
Gateway/Wayfinding	\$80,000	—	—	—	—
Vehicle Upgrade	—	—	—	—	\$50,000
Lagae Improvements	\$700,000	—	—	—	—
GENERAL GOVERNMENT					
Camera Upgrades	\$14,000	—	—	—	—
TOTAL CAPITAL EXPENDITURES	\$5,409,000	\$5,750,000	\$6,250,000	\$27,250,000	\$27,300,000

Appendix



2021 ADOPTED BUDGET

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND						
REVENUES						
Taxes						
Property Tax	\$ 798,867	\$ 947,600	\$ 947,600	\$ 1,009,200	\$ 61,600	7%
Specific Ownership Tax	80,794	79,400	79,400	86,400	7,000	9%
Sales Tax	2,069,793	1,939,600	2,200,000	2,393,800	454,200	23%
Building Materials Use Tax	1,505,118	1,733,700	1,865,700	2,091,200	357,500	21%
Automobile Use Tax	1,022,065	1,093,300	817,700	1,000,000	(93,300)	-9%
Total Taxes	5,476,637	5,793,600	5,910,400	6,580,600	787,000	14%
Franchise Fees						
Franchise - Electric	198,312	210,100	217,200	236,300	26,200	12%
Franchise - Gas	110,899	132,200	90,800	120,700	(11,500)	-9%
Franchise - Cable	152,622	175,700	158,400	172,400	(3,300)	-2%
Franchise - Telephone	3,944	4,600	1,200	1,200	(3,400)	-74%
Total Franchise Fees	465,777	522,600	467,600	530,600	8,000	2%
Licenses and Permits						
Business and Sales Tax Licenses	2,330	5,000	18,000	1,000	(4,000)	-80%
Liquor/Tobacco Licenses	3,313	2,400	2,400	2,400	-	0%
Contractor Licenses	34,626	30,000	21,800	30,000	-	0%
Sign Permits	7,101	-	1,700	1,000	1,000	0%
ROW and GESC Permits	96,309	30,000	96,000	50,000	20,000	67%
Total Licenses and Permits	143,679	67,400	139,900	84,400	17,000	25%
Intergovernmental						
Federal Grants	-	-	380,400	-	-	0%
Highway Users Tax Fund	320,232	279,500	251,200	259,200	(20,300)	-7%
Motor Vehicle Registration Fees	38,379	38,800	36,400	41,500	2,700	7%
Cigarette Tax	7,927	7,300	6,600	7,100	(200)	-3%
Road and Bridge Shareback	394,301	466,800	466,800	497,100	30,300	6%
Roads Sales/Auto Use Tax Shareback	233,501	309,200	207,400	225,900	(83,300)	-27%
Building Materials Use Tax Shareback	164,446	221,800	203,800	267,500	45,700	21%
State Energy Distributions	3,690	3,700	3,700	3,700	-	0%
Total Intergovernmental	1,162,476	1,327,100	1,556,300	1,302,000	(25,100)	-2%
Charges for Services						
Planning and Zoning	275,005	175,000	192,400	205,000	30,000	17%
Finance Fees	5,850	-	9,600	9,600	9,600	0%
Building Permit Fees	1,115,082	1,493,200	1,629,400	1,612,100	118,900	8%
Public Works Fees	-	-	160,000	250,000	250,000	0%
Parkland Mitigation	15,600	17,600	15,600	22,200	4,600	26%
Total Charges for Services	1,411,537	1,685,800	2,007,000	2,098,900	413,100	25%

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND (continued)						
REVENUES (continued)						
Fines						
Court Fines	236,686	260,700	85,000	60,000	(200,700)	-77%
Interest and Other Income						
Interest	236,829	55,000	82,200	51,500	(3,500)	-6%
Grants	5,000	-	5,000	-	-	0%
Other	25,842	-	12,800	-	-	0%
Stormwater Pass-through	707,292	2,000,000	3,212,500	6,000,000	4,000,000	200%
Total Interest and Other Income	974,963	2,055,000	3,312,500	6,051,500	3,996,500	194%
Total Revenue	\$ 9,871,755	\$ 11,712,200	\$ 13,478,700	\$ 16,708,000	\$ 4,995,800	43%
EXPENDITURES						
City Council						
Worker's Compensation	\$ 366	\$ 100	\$ 200	\$ 200	\$ 100	100%
Professional Services	-	5,000	3,600	3,600	(1,400)	-28%
Training	5,646	9,000	2,000	6,000	(3,000)	-33%
Travel	12,522	9,400	3,400	9,400	-	0%
Membership Dues	17,384	21,200	20,500	20,500	(700)	-3%
Supplies	405	1,800	3,400	1,800	-	0%
Meetings	8,989	10,000	5,000	10,000	-	0%
Supplies/Recognition	3,908	4,000	1,000	1,000	(3,000)	-75%
Contributions	19,800	19,800	31,800	59,300	39,500	199%
Total City Council	69,020	80,300	70,900	111,800	31,500	39%
City Manager						
Salary	171,605	139,300	143,200	138,200	(1,100)	-1%
Insurance	3,440	2,900	2,900	2,800	(100)	-3%
Taxes	3,040	2,000	2,400	2,400	400	20%
Retirement	28,592	22,700	22,900	23,800	1,100	5%
Worker's Compensation	379	100	3,400	3,600	3,500	3500%
Professional Services	5,191	-	-	-	-	0%
Training	2,166	1,700	100	1,700	-	0%
Travel	7,208	-	800	4,900	4,900	0%
Membership Dues	4,165	2,000	1,800	1,800	(200)	-10%
Supplies	75	-	-	-	-	0%
Meetings	3,680	9,100	2,000	3,700	(5,400)	-59%
Total City Manager	229,541	179,800	179,500	182,900	3,100	2%

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND (continued)						
EXPENDITURES (continued)						
Inter/Non-Departmental						
Salaries	39,600	83,200	77,500	82,600	(600)	-1%
Insurance	3,263	18,900	7,200	6,100	(12,800)	-68%
Taxes	560	1,300	1,400	1,400	100	8%
Retirement	4,540	13,900	13,300	14,200	300	2%
Worker's Compensation	315	-	100	100	100	0%
Professional Services	28,739	45,500	119,900	30,000	(15,500)	-34%
Info Tech Support	59,881	16,100	15,100	17,600	1,500	9%
Building Costs	18,146	24,500	37,000	37,000	12,500	51%
Insurance	28,638	37,700	50,700	57,100	19,400	51%
Telephone/Internet	8,074	9,200	10,500	10,700	1,500	16%
Printing/Copying	6,393	7,700	4,000	4,100	(3,600)	-47%
Postage/Mailing	1,387	1,700	1,700	1,700	-	0%
Training	769	1,500	-	1,500	-	0%
Travel	1,496	-	400	1,000	1,000	0%
Mileage	40	-	-	-	-	0%
Membership Dues	1,133	100	-	-	(100)	-100%
Central Supplies	16,909	9,000	4,300	9,000	-	0%
Computer/Software	11,080	10,600	14,300	14,600	4,000	38%
Meetings	3,152	1,000	600	1,000	-	0%
Furniture and Equipment	5,573	-	-	-	-	0%
Emergency Response	-	-	380,400	-	-	0%
Total Inter/Non-Departmental	239,688	281,900	738,400	289,700	7,800	3%
Legal Services						
Legal Services	137,692	120,000	170,300	140,000	20,000	17%
Total Legal Services	137,692	120,000	170,300	140,000	20,000	17%
Communications						
Salaries	-	-	-	71,900	71,900	0%
Insurance	-	-	-	9,700	9,700	0%
Taxes	-	-	-	1,300	1,300	0%
Retirement	-	-	-	12,400	12,400	0%
Professional Services	-	-	-	35,000	35,000	0%
Advertising	-	-	-	5,000	5,000	0%
Public Information/Communication	104,276	120,000	121,900	-	(120,000)	-100%
Training	-	-	-	2,000	2,000	0%
Mileage	-	-	-	500	500	0%
Membership Dues	-	-	-	500	500	0%
Supplies	-	-	-	1,000	1,000	0%
Computer/Software	-	-	-	2,000	2,000	0%
Total Communications	104,276	120,000	121,900	141,300	21,300	18%

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND (continued)						
EXPENDITURES (continued)						
Finance/Human Resources						
Salaries	80,117	88,600	93,700	97,700	9,100	10%
Insurance	9,777	9,000	9,000	10,400	1,400	16%
Taxes	1,295	1,300	1,600	1,700	400	31%
Retirement	11,487	14,800	16,100	16,800	2,000	14%
Worker's Compensation	382	-	100	100	100	0%
Treasurer's Fees	7,992	9,500	9,500	10,100	600	6%
Professional Services	2,426	6,000	7,100	6,100	100	2%
Audit	17,280	18,000	17,500	18,500	500	3%
Sales Tax Administration	18,688	24,900	24,900	50,500	25,600	103%
Bank/Credit Card Fees	73,829	80,000	70,900	91,100	11,100	14%
Advertising	1,382	-	400	500	500	0%
Printing and Copying	-	-	500	500	500	0%
Training	926	2,500	1,500	2,000	(500)	-20%
Travel	-	-	-	1,000	1,000	0%
Mileage	63	-	-	-	-	0%
Membership Dues	1,815	1,000	300	1,100	100	10%
Supplies	734	1,000	1,200	200	(800)	-80%
Computer/Software	3,281	11,600	12,700	14,800	3,200	28%
Meetings	14	200	-	-	(200)	-100%
Total Finance/Human Resources	231,488	268,400	267,000	323,100	54,700	20%
City Clerk						
Salaries	66,688	69,900	76,500	77,300	7,400	11%
Insurance	9,711	9,000	8,500	9,800	800	9%
Taxes	995	1,000	1,300	1,400	400	40%
Retirement	11,089	11,700	13,200	13,300	1,600	14%
Worker's Compensation	438	-	100	100	100	0%
Filing Fees	389	500	500	500	-	0%
Election	25,535	15,000	11,000	11,000	(4,000)	-27%
Public Notice Advertising	2,371	1,500	1,500	1,500	-	0%
Codification	3,738	4,500	4,500	4,500	-	0%
Training	1,137	3,000	500	3,000	-	0%
Mileage	620	900	200	200	(700)	-78%
Membership Dues	500	200	200	200	-	0%
Supplies	1,070	1,000	100	100	(900)	-90%
Computer/Software	32,748	25,000	20,700	48,000	23,000	92%
Meetings	-	100	-	-	(100)	-100%
Total City Clerk	157,029	143,300	138,800	170,900	27,600	19%

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND (continued)						
EXPENDITURES (continued)						
Municipal Court						
Workers' Comp	276	-	100	100	100	0%
Court Clerk	19,845	24,000	20,000	24,000	-	0%
Judge	6,822	7,000	7,000	7,000	-	0%
Prosecutor	6,600	7,600	7,200	7,200	(400)	-5%
Court Forms	102	300	100	100	(200)	-67%
Computer/Software	3,210	2,400	2,700	2,800	400	17%
Total Municipal Court	36,855	41,300	37,100	41,200	(100)	0%
Public Safety						
Law Enforcement	805,525	947,600	947,600	1,009,200	61,600	7%
Traffic Management	68,201	79,300	50,500	21,000	(58,300)	-74%
Animal Control	25,594	26,100	23,200	27,400	1,300	5%
Total Public Safety	899,320	1,053,000	1,021,300	1,057,600	4,600	0%
Public Works						
Salaries	43,126	51,600	113,600	144,100	92,500	179%
Insurance	9,256	7,900	12,300	21,200	13,300	168%
Taxes	844	800	2,000	2,500	1,700	213%
Retirement	8,734	8,500	19,600	24,800	16,300	192%
Worker's Compensation	3,123	1,400	2,200	2,300	900	64%
Professional Services	204,077	215,000	78,000	93,000	(122,000)	-57%
Professional Services (Development)	53,281	-	325,000	250,000	250,000	0%
Utilities	-	-	6,200	6,400	6,400	0%
Snow Removal	613,050	400,000	400,000	500,000	100,000	25%
Weed Mitigation	5,000	10,000	5,000	7,500	(2,500)	-25%
Fleet Repair/Maintenance	1,462	1,500	1,500	1,500	-	0%
Pedestrian Crossings Maintenance	14,784	20,000	20,000	20,000	-	0%
Streets Repair/Maintenance	374,306	400,000	400,000	450,000	50,000	13%
Traffic Signals Maintenance	49,591	75,000	75,000	75,000	-	0%
Stormwater Maintenance	81,395	520,000	200,000	300,000	(220,000)	-42%
Training	-	2,000	2,000	1,500	(500)	-25%
Mileage	71	200	900	1,800	1,600	800%
Membership Dues	995	900	1,800	2,000	1,100	122%
Supplies	-	1,200	500	1,200	-	0%
Computers/Software	20,812	21,100	21,100	25,000	3,900	18%
Fleet Fuel	607	1,500	1,500	1,500	-	0%
Meetings	192	100	100	100	-	0%
Stormwater Pass-through	707,292	2,000,000	3,212,500	6,000,000	4,000,000	200%
Total Public Works	2,191,998	3,738,700	4,900,800	7,931,400	4,192,700	112%

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND (continued)						
EXPENDITURES (continued)						
Community Development						
Salaries	144,393	154,000	146,100	162,300	8,300	5%
Insurance	17,799	27,800	18,500	23,000	(4,800)	-17%
Taxes	2,105	2,200	2,600	2,800	600	27%
Retirement	16,863	27,800	25,200	27,900	100	0%
Worker's Compensation	489	100	2,600	2,800	2,700	2700%
Professional Services	14,833	247,100	146,400	95,000	(152,100)	-62%
Building Department Services	903,484	1,209,600	1,314,400	1,289,700	80,100	7%
Legal Services	29,766	26,700	34,400	26,400	(300)	-1%
Professional Services (Development)	276,718	-	114,900	147,600	147,600	0%
Training	123	2,000	500	2,500	500	25%
Travel	-	-	-	300	300	0%
Mileage	756	800	400	500	(300)	-38%
Membership Dues	844	1,200	700	1,200	-	0%
Supplies	19	1,500	-	200	(1,300)	-87%
Computer/Software	102,486	11,400	59,000	35,000	23,600	207%
Meetings	331	-	800	500	500	0%
Total Community Development	1,511,009	1,712,200	1,866,500	1,817,700	105,500	6%
Economic Development						
Salaries	-	52,100	52,600	52,500	400	1%
Insurance	-	6,500	3,400	3,900	(2,600)	-40%
Taxes	-	800	900	900	100	13%
Retirement	-	6,500	9,100	9,000	2,500	38%
Worker's Compensation	-	-	1,400	1,500	1,500	0%
Professional Services	41,789	25,000	11,500	25,000	-	0%
Advertising	4,083	-	-	-	-	0%
Training	180	2,000	-	1,000	(1,000)	-50%
Membership Dues	1,300	3,000	2,300	2,300	(700)	-23%
Computer/Software	-	-	2,000	6,000	6,000	0%
Canyons Credit PIF	224,326	-	460,000	631,800	631,800	0%
Total Economic Development	271,678	95,900	543,200	733,900	638,000	665%
Community Events						
Salaries	14,013	26,900	12,700	27,700	800	3%
Taxes	243	400	200	500	100	25%
Retirement	1,890	4,400	2,200	4,800	400	9%
Worker's Compensation	-	100	100	100	-	0%
Event Activities	107,375	155,000	32,000	75,000	(80,000)	-52%
Contributions	-	15,000	7,500	15,000	-	0%
Total Community Events	123,521	201,800	54,700	123,100	(78,700)	-39%

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
GENERAL FUND (continued)						
EXPENDITURES (continued)						
Transfers (In)/Out						
Parks and Recreation Fund	225,174	196,600	148,000	303,000	106,400	54%
Capital Improvement Fund	3,082,433	6,560,100	6,560,100	2,625,000	(3,935,100)	-60%
Total Transfers Out	3,307,607	6,756,700	6,708,100	2,928,000	(3,828,700)	-57%
Total Expenditures/Transfers Out	9,510,722	14,793,300	16,818,500	15,992,600	1,199,300	8%
BEGINNING FUND BALANCE	\$ 4,888,375	\$ 5,249,408	\$ 5,249,408	\$ 1,909,608	(3,339,800)	
Revenue over/(under) Expenditures	361,033	(3,081,100)	(3,339,800)	715,400	3,796,500	
ENDING FUND BALANCE	\$ 5,249,408	\$ 2,168,308	\$ 1,909,608	\$ 2,625,008	456,700	
Fund Balance Analysis						
Total Expenditures	\$ 9,510,722	\$ 14,793,300	\$ 16,818,500	\$ 15,992,600		
Less: Pass-through	(707,292)	(2,000,000)	(3,212,500)	(6,000,000)		
Less: Capital Outlay	(3,082,433)	(6,560,100)	(6,560,100)	(2,625,000)		
Total Operating Expenditures	\$ 5,720,997	\$ 6,233,200	\$ 7,045,900	\$ 7,367,600		
25% of Operating Expenditures - Required Reserve	\$ 1,430,249	\$ 1,558,300	\$ 1,761,475	\$ 1,841,900		
Ending Fund Balance	\$ 5,249,408	\$ 2,168,308	\$ 1,909,608	\$ 2,625,008		
25% Required Reserve	1,430,249	1,558,300	1,761,475	1,841,900		
Excess/(Short) of Required Reserve	\$ 3,819,159	\$ 610,008	\$ 148,133	\$ 783,108		
Fund Balance Reserve %	92%	35%	27%	36%		

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
CONSERVATION TRUST FUND						
REVENUE	65,076	65,000	58,000	60,000	(5,000)	-8%
TRANSFERS TO PARKS/REC FUND	100,000	100,000	100,000	100,000	-	0%
BEGINNING FUND BALANCE	\$ 464,524	\$ 429,600	\$ 429,600	\$ 387,600	(42,000)	
Revenue over/(under) Expenditures	(34,924)	(35,000)	(42,000)	(40,000)	(5,000)	
ENDING FUND BALANCE	\$ 429,600	\$ 394,600	\$ 387,600	\$ 347,600	\$ (47,000)	

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
PARKS AND RECREATION FUND						
REVENUE						
Park Fees	\$ 19,559	\$ 20,500	\$ 14,000	\$ 20,500	\$ -	0%
Insurance Recovery	-	-	13,500	-	-	0%
Contributions	-	-	346,200	-	-	0%
Castle Pines Park Authority	719,847	-	-	-	-	0%
Transfers In	325,174	196,600	248,000	403,000	206,400	105%
Total Revenue and Transfers In	1,064,580	217,100	621,700	423,500	206,400	95%
EXPENDITURES						
Salaries	74,709	83,200	86,800	89,400	6,200	7%
Insurance	-	9,700	10,900	9,800	100	1%
Taxes	-	1,300	1,500	1,600	300	23%
Retirement	-	13,500	14,900	15,400	1,900	14%
Worker's Compensation	-	1,400	1,600	1,700	300	21%
Benefits	16,901	-	-	-	-	0%
Professional Services	250	11,000	11,000	11,000	-	0%
Utilities	30,304	40,000	40,000	40,000	-	0%
Custodial Services	3,364	4,000	4,000	4,000	-	0%
Landscape Maintenance	39,699	56,000	56,000	56,000	-	0%
Water Feature O&M	22,401	32,000	32,000	32,000	-	0%
Fleet Repair/Maintenance	-	1,200	-	1,200	-	0%
Park Facilities Repair/Maintenance	52,016	47,000	47,000	47,000	-	0%
City Events	-	12,000	-	12,000	-	0%
Insurance	5,089	12,500	-	-	(12,500)	-100%
Training	-	1,000	-	1,000	-	0%
Membership Dues	-	-	-	500	500	0%
Fleet Fuel	-	800	400	800	-	0%
Meetings	-	-	-	200	200	0%
Park Capital	216,095	-	10,700	-	-	0%
Trails Capital	-	-	346,200	-	-	0%
Contributions	100,000	-	100,000	100,000	100,000	0%
Total Expenditures	560,828	326,600	763,000	423,600	97,000	30%
BEGINNING FUND BALANCE	\$ 132,517	\$ 636,269	\$ 636,269	\$ 494,969	(141,300)	
Revenue over/(under) Expenditures	503,752	(109,500)	(141,300)	(100)	109,400	
ENDING FUND BALANCE	\$ 636,269	\$ 526,769	\$ 494,969	\$ 494,869	\$ (31,900)	
Fund Balance Detail						
Restricted Fund Balance	503,752	503,752	493,052	493,052		
Unrestricted Fund Balance	132,517	23,017	1,917	1,817		
Ending Fund Balance	\$ 636,269	\$ 526,769	\$ 494,969	\$ 494,869		

	2019 Audited	2020 Adopted Budget	2020 Year-End Projections	2021 Proposed Budget	\$ Budget Change	% Budget Change
CAPITAL IMPROVEMENT FUND						
REVENUE						
Contributions	\$ -	\$ 94,000	\$ 4,033,300	\$ -	(94,000)	-100%
Transfers In	3,082,433	6,560,100	6,560,100	2,625,000	(3,935,100)	-60%
Total Revenue and Transfers In	3,082,433	6,654,100	10,593,400	2,625,000	(4,029,100)	-61%
EXPENDITURES						
Camera Upgrades	14,297	-	-	-	-	0%
Municipal Facility	-	438,100	1,031,800	-	(438,100)	-100%
Major Roads and Streets	4,324,865	5,825,000	5,825,000	4,300,000	(1,525,000)	-26%
Traffic Signal Improvements	100,204	125,000	125,000	125,000	-	0%
Pedestrian Signals upgrades	38,709	75,000	75,000	75,000	-	0%
Light Poles	-	188,000	188,000	-	(188,000)	-100%
Lagae Road Improvements	103,378	596,600	596,600	200,000	(396,600)	-66%
Happy Canyon Bridge	-	-	-	250,000	250,000	0%
Gateway/Wayfinding	94,647	364,000	12,400	-	(364,000)	-100%
Total Expenditures	4,676,100	7,611,700	7,853,800	4,950,000	(2,661,700)	-35%
BEGINNING FUND BALANCE	\$ 2,673,196	\$ 1,079,529	\$ 1,079,529	\$ 3,819,129	2,739,600	
Revenue over/(under) Expenditures	(1,593,667)	(957,600)	2,739,600	(2,325,000)	(1,367,400)	
ENDING FUND BALANCE	\$ 1,079,529	\$ 121,929	\$ 3,819,129	\$ 1,494,129	\$ 1,372,200	

RESOLUTION NO. 20-44

ADOPTION OF THE 2021 BUDGET

RESOLUTION NO. 20-44

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO ADOPTING THE 2021 BUDGET AND MAKING APPROPRIATIONS FOR THE SAME

WHEREAS, the Home Rule Charter of the City of Castle Pines (the “City Charter”) specifies that a proposed budget be presented to the City Council on or before the thirtieth day of September of each year; and,

WHEREAS, the proposed budget for 2021 was presented by the City Manager on September 30, 2020; and,

WHEREAS, upon due and proper notice published and posted in accordance with the City Charter, said proposed budget was available to the public at least seven days prior to the public hearing, a public hearing was held on November 10, 2020, and interested persons were given the opportunity to file or register any objections to the proposed budget; and,

WHEREAS, the City Council desires to adopt the budget and make appropriations for the 2021 fiscal year by resolution in accordance with Section 10.11 of the City Charter.

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO THAT:

Section 1. The 2021 budget for the City of Castle Pines, Colorado, which is attached hereto as **Exhibit A** and incorporated by this reference, is hereby adopted and the monies are appropriated to the various funds as the same are budgeted.

Section 2. The 2021 budget is available for public inspection at the City office, 360 Village Square Lane, Suite B, Castle Pines CO, 80108 and on the City’s website.

Section 3. If any portion of this Resolution is held to be invalid for any reason, such decision shall not affect the validity of the remaining portions hereof.

Section 4. This Resolution shall be effective immediately upon adoption.

INTRODUCED, READ AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES BY A VOTE OF 7 IN FAVOR, 0 AGAINST, AND 0 ABSENT THIS 8TH DAY OF DECEMBER 2020.

DocuSigned by:

Tera Stave Radloff

8E0C8EB279DC479

Tera Stave Radloff, Mayor

ATTEST:

DocuSigned by:

Tobi Basile

A003A2B02632490...

Tobi Basile, CMC, City Clerk

APPROVED AS TO FORM:

DocuSigned by:

Linda C. Michow

5241DF90B8FF44A

Linda C. Michow, City Attorney



RESOLUTION NO. 20-45

CERTIFICATION OF THE MILL LEVY

RESOLUTION NO. 20-45

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES, COLORADO, LEVYING GENERAL PROPERTY TAXES FOR THE YEAR OF 2020, FOR THE PURPOSE OF MEETING LAW ENFORCEMENT EXPENSES FOR THE 2021 BUDGET YEAR

WHEREAS, the City Council of the City of Castle Pines has determined the amount of general ad valorem taxes required for the budget year 2021; and,

WHEREAS, the amount of money necessary to balance the budget for law enforcement purposes from property tax revenue is \$1,009,215; and,

WHEREAS, the mill levy total of 4.5 mills for the City of Castle Pines has remained unchanged since 2008; and,

WHEREAS, the 2020 Assessed Valuation for the City of Castle Pines as certified by the Douglas County Assessor is \$224,270,070; and,

WHEREAS, in accordance with C.R.S. § 39-5-128, the City is required to certify the mill levy on or before December 15, 2020.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Castle Pines, Colorado as follows:

Section 1. For the purpose of meeting the law enforcement expenses of the City of Castle Pines during the 2021 budget year, there is hereby levied a tax of 4.5 mills upon each dollar of the total assessed valuation of all taxable property within the City for the year 2020.

Section 2. The Finance Director is hereby authorized and directed to immediately certify to the County Commissioners of Douglas County, Colorado, the mill levy for the City as hereinabove determined and set.

Section 3. Effective Date. This Resolution shall take effect upon its approval by the City Council.

INTRODUCED, READ AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF CASTLE PINES by a vote of 7 in favor, 0 against and 0 absent, this 8th day of December, 2020.

ATTEST:

DocuSigned by:
Tobi Basile
A000A00000002496...
Tobi Basile, City Clerk



DocuSigned by:
Tera Stave Radloff
6F0C8EB279DC479...
Tera Stave Radloff, Mayor

APPROVED AS TO FORM:

DocuSigned by:
Linda C. Michow
6244DE00B8FF444...
Linda C. Michow, City Attorney